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ABSTRACT

This document, prepared by an Arizona State University education research unit, provides profiles of 47 educational-management organizations (EMOs) for 2002-03. The report begins with a description of the structure of the educational management industry and a discussion of the pros and cons of EMOs. This edition (fifth annual report) divides EMOs into three classifications: large (operating 10 or more schools), medium (4 to 9 schools), and small (3 or fewer schools). The company profiles are presented through sets of graphs, charts, and tables. The first set contains the following general information: company name; company location; total number of schools operating; number of public schools that are charter schools; total number of students in schools; and states in which the company is operating. The second set contains the following detailed information: company address; telephone and fax numbers; URL; year founded; whether the company is publicly or privately held; and the company's profitably status. Furthermore, for each company, information is provided on the schools it operates: school name; location; year founded; grade levels served; number of students; whether school is charter. Finally, the size and growth of each company over the previous 5 years is charted. (WFA)

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Profiles of For-Profit Education Management Companies. Fifth Annual Report: 2002-2003.

Alex Molnar
Glen Wilson
Daniel Allen

January 2003

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ARIZONA STATE UNIVERSITY

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Fifth Annual Report
2002-2003

Alex Molnar
Glen Wilson
Daniel Allen

Commercialism in Education Research Unit (CERU)
Education Policy Studies Laboratory
College of Education
Division of Educational Leadership and Policy Studies
Box 872411
Arizona State University
Tempe, AZ 85287-2411

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Education Policy Studies Laboratory
Division of Educational Leadership and Policy Studies
College of Education, Arizona State University
P.O. Box 872411, Tempe, AZ 85287-2411
Telephone: (480) 965-1886
Fax: (480) 965-0303
E-mail: epsl@asu.edu

Profiles of For-Profit Education Management Companies 2002-2003

by Alex Molnar, Glen Wilson, and Daniel Allen
Arizona State University

Introduction

Publicly funded schools run by education management companies on a for-profit basis are a controversial innovation intended to improve schools through the profit-seeking motive of the marketplace.[1] Supporters of this innovation argue that education management companies, in their pursuit of profits, will reduce administrative inefficiency, hire and retain effective administrators and teachers, introduce and refine new educational innovations, and produce gains in student achievement superior to those of regular public schools.[2] While private sector companies have always transacted business with, and profited from selling supplies and equipment to schools, the idea of managing and administering K-12 publicly funded schools with the intent of making profits is relatively new.[3] Seeing the similarities with health maintenance organizations (HMOs) that manage the health care process, Wall Street has used the term "EMO" or "education management organization," to describe for-profit companies involved in the management and administration of public schools.[4]

The Structure of the Industry

For-profit management of public schools generally takes two forms: local school districts contract with EMOs for the management of existing traditional K-12 public schools (termed "contract schools") or the EMOs manage public charter schools either as the

charter holder or under the terms of a contract with the charter holder.[5] In the early 90's, EMOs tended to pursue the contract school approach. In recent years, many EMOs have taken the opportunity afforded by permissive charter school legislation and focused on the management of charter schools. It now appears that the increase in the number of charter schools is the main source of EMO growth.[6] That charter schools are important to EMO growth is evidenced by the fact that more than 74 percent of all privately managed public schools profiled were charter schools. Not surprisingly, states such as Michigan and Arizona with permissive charter school laws also have the most schools managed by for-profit companies, with those two states alone counting for 48 percent of all profiled EMO-managed schools. A third, and highly controversial, form has recently emerged: for-profit virtual charter schools. Many policymakers and education officials are asking whether virtual charter schools, schools in which students access lessons at home via the internet with minimal contact with certified teachers, should be supported with public funds.[7] At the least, state officials must decide matters such as how to ensure enrollment counts are accurate; that students are putting in at least the statutorily required number of hours "in class;" and the level of funding that is fair for a school without the physical facilities ("bricks and mortar") that traditional public schools and traditional charter schools must have and maintain.

For-Profit Schools: Pros and Cons

Proponents claim that EMOs operating public schools in a more businesslike manner will create economies of scale and other efficiency gains large enough for for-profit companies to educate students and realize higher academic achievement at a cost structure lower than that of traditional public schools, thus resulting in profits to the EMO's investors/shareholders.[8] Although the

figure is disputed, Edison Schools executives have claimed, for example, that the average school district spends about 27 percent of its budget on administration.[9] Edison Schools' long-time business model was to gain a large number of schools and students and to standardize their operations so that they could gain sufficient economies of scale to lower their administrative costs by a significant amount. By August 2002, however, the company has decided to sharply curtail its growth plans. Edison Schools' spokesman, Adam Tucker, said "Edison is moving into a new phase of its development as an organization...it is not about launching schools. It is not about growth and building economies of scale. It is about sustainability."[10]

A major concern about for-profit schools is the tension between delivering a quality educational program to all students versus the pressure to achieve profits for the company stockholders.[11] Critics point out that in business, a company is primarily concerned with their own business interests and not the best interests of their customers. They fear that EMOs will make decisions based on their profit and loss statement rather than the best interests of students just as HMOs have been seen to overrule their physicians' medical decisions when the course of treatment is judged too costly. For example, strong anecdotal evidence exists that one prominent EMO tried to discourage the enrollment of students judged difficult- or costly-to-educate and encouraged such students already enrolled to leave.[12] Another concern of critics is that EMOs, in pursuit of large economies of scale, will standardize managed schools to the extent that they ignore local concerns. Central to the concept of charter schools is that they will be responsive to the communities they serve. Opponents fear the emergence of highly standardized chains of schools (dubbed "McSchools") that are primarily responsive to their corporate headquarters will subvert the decentralization and diversity goals that are important elements of charter school legislation.[13]

Profitability continues to be an elusive goal for EMOs. The consensus view of investors, researchers, and others is that the evidence thus far is insufficient to demonstrate that either the quality of education is improved or that private management companies can profitably manage schools under the "increased economies of scale" business model. Edison Schools, the prime example of the "economies of scale" approach has, according to Securities and Exchange Commission (SEC) filings, has for the quarter ending September 30, 2002, sustained a net loss of $19.7 million. Edison Schools has, as of September 30, 2002, lost approximately $276.3 million since November 1996, when Edison changed from a private partnership to a publicly held corporation. Prior to November 1996, Edison Schools sustained losses of about $61.8 million.[14] Continuing losses for EMOs suggest there will be increased pressure to show positive results. Critics worry that this pressure will lead to policies or actions that are not in the best interests of students. They warn that as profit-seeking businesses, EMOs are apt to consider any business strategy and behavior that is not expressly prohibited by law or regulation. For example, Charter Schools USA has contracted with Ryder System Inc., to have the company provide Charter Schools USA with a new elementary school building at a cost of about $3.75 million.[15] In exchange, Ryder employees' children will receive special enrollment rights to enter the school. Thus, a private entity is purchasing preferential treatment for the children of its employees to attend a public school. Although the arrangement has been criticized as improper, it is permissible under Florida law.[16]

According to Eduventures.com, a research/consulting firm that specializes in following the education sector, venture capitalists, in 2000, invested approximately $723 million in education companies that focus on K-12 education. However, at the end of the first

quarter of 2001, such funding for K-12 companies had fallen to $134 million .[17] According to analysts, the unavailability of venture capital funding may lead to increased pressures for consolidation within the K-12 for-profit sector. By the end of the second quarter of 2001, merger and acquisition activity began between for-profit operators. Edison Schools Inc. announced in June 2001 that they would acquire the 11-school LearnNow, Inc.[18] and in July 2001 Mosaica Education Inc. announced that they would acquire Advantage Schools Inc.[19] On January 8, 2002, Chancellor Academies Inc. and Beacon Education Management said that they would merge to form Chancellor Beacon Academies, making it the second largest EMO in the country after Edison Schools Inc.[20, 21]

2002-2003 Profiles

This year's report divides EMOs according to three classifications: large (operating ten or more schools), medium (operating 4 to 9 schools), and small (operating 3 schools or less). In past years EPRU used two categories that divided companies into large (operating more than 10 schools) and small (operating less than 10 schools) groups. These changes have been made to more accurately depict the structure of the for-profit education management industry. Other changes in the 2002-2003 report include the addition of a series of graphs and tables following each large company's profile, which track changes in size and growth for each company over the past five years.

The 2002-03 Profiles report is the fifth annual report on for-profit education management companies. Table 1 on the next page indicates the growth in the number of education management companies profiled in each year's report.

Table 1 - Number of Companies, Schools, and States Profiled by Year

School Year	Number of Companies Profiled	Number of Schools Managed by Profiled Companies	Number of States in which Profiled Companies Operate
1998-99	13	135	15
1999-00	20	230	21
2000-01	21	285	22
2001-02	36	368	24*
2002-03	47	417	24*

*24 states and the District of Columbia

Most of the EMOs described in this report have readily shared information about their companies and the public schools they run. However, a handful of companies failed to respond to repeated requests for information or for confirmation of information otherwise obtained. For example, Charter School Administrative Services has not provided information for this report since 1998-99. Edison Schools, the nation's largest EMO operator, while verifying some items for last year's report, failed to respond to three separate requests that they confirm or correct information that CERU had gathered for this year's report. For this year's report, of the 47 EMOs profiled, 17 EMOs (36%) fully confirmed their information, 13 (28%) confirmed part of their information, and 17 firms (36%) failed to respond at all to our communications. The failure of companies to respond to information requests raises an

important policy question: should private companies managing public institutions and receiving public funds be required to disclose the same types of information to the public that government entities do?

It should also be noted that counting for-profit schools is often a complex issue because of the differing ways EMOs define what a school is. Some EMOs subdivide by range of grades within single physical facilities and list certain grade ranges as separate schools. When variations in counting are added to the difficulties of conflicting information and companies' failure to confirm information, it becomes very difficult to understand what the true numbers are. For example, Edison Schools, in its quarterly SEC filing ending on September 30, 2002, states that it is currently serving approximately 80,000 students in 150 schools. As of January 13, 2003, Edison Schools repeated these same numbers on the home page of their company website[22] At the same time, however, a different page on the website claimed 150 schools serving 84,000 students.[23] An examination of the entire listing of schools on Edison Schools' website indicates the company operating a total of 117 schools.[24] In this report a school is defined as being supervised by one principal. For example, if a company counts an elementary and middle school at the same location as two schools, they will be counted as two schools in this report if each school has its own principal. If one principal oversees both the elementary and middle school, it is counted as one school in this report.

Public policy governing the for-profit operation of publicly funded schools will have profound effects on the character of public schooling. For this reason, policy making in relation to the for-profit sector will be among the most important challenges education policy makers face in the years ahead.

To insure the accuracy and reliability of the information contained in this report, between June to August 2002, CERU researchers completed a comprehensive search to update profiled companies information and to find companies that were not included in previous editions. The searches included company websites, state department of education websites, newspaper articles, company press releases, government publications, as well as other miscellaneous sources. From September 15, to December 15, 2002, researchers sent the information gathered to each company for verification. Each company was given at least three opportunities to review the information and confirm its accuracy and/or provide corrections. The companies profiled represent only those that could positively be identified as for-profit management companies, and are likely to represent only the larger or more high-profile of the many firms that exist.

The growth in the number of companies and schools profiled in this year's report stems from several reasons. It was possible to identify smaller companies in the industry which in years past were difficult to positively identify as for-profit education management organizations. Among the larger EMOs, the amount of growth varied widely. Sequoia Schools and Victory Schools grew a great deal over the past year, both jumping from small company status to large company status. Other companies, such as The Leona Group, and White Hat Management also experienced growth during the 2002-2003 school year. Most medium and large sized companies maintained the same number of schools they operated over the last year, while a few, such as Mosaica Schools, reduced the number of schools they operate.

Firms profiled in previous years that no longer manage public K-12 schools are listed in Appendix A. Appendix B lists those companies operating for-profit virtual charter schools.

Every effort has been taken to insure that the information contained in these profiles is accurate and complete. Company representatives are encouraged to send corrections and additions to the EPSL office for inclusion in the next edition of the for-profit school profiles.

Education Policy Studies Laboratory
Division of Educational Leadership and Policy Studies
College of Education
Arizona State University
P.O. Box 872411
Tempe, AZ 85287-2411
epsl@asu.edu
www.asu.edu/educ/epsl

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This chart is a summary of the more detailed individual company profiles which follow.

Summary of For-Profit Education Management Companies operating 10 or more schools, listed in alphabetical order.

Company Name	Company Location	Total Number of Public Schools Operating	Number of Public Schools That Are Charter Schools	Total Number of Students in Schools.	States in Which Company Is Operating Public Schools
Chancellor Beacon Academies	Coconut Grove, FL	44	39	22,198	AZ, DC, FL, MA, MI, MO, NY, PA
Charter School Administrative Services	Southfield, MI	15	11	6,031	FL, MI, MO, TX
Charter Schools USA	Fort Lauderdale, FL	15	15	7,932	FL, TX
Edison Schools	New York, NY	116	35	80,000	CA,CO,CT,DC,DE,FL,GA,IA,IL,KS, MD,MI,MN,MO,NC,NJ,NV,NY,OH, PA,TX,WI
The Leona Group	Phoenix, AZ	37	37	12,917	AZ, IN, MI, OH
Mosaica Schools	New York, NY	21	21	9,807	AZ, CO, DC, DE, MI, NY, PA
National Heritage Academies	Grand Rapids, MI	32	32	16,714	MI, NC, NY

Summary of For-Profit Education Management Companies operating 10 or more schools, listed in alphabetical order.

Company Name	Company Location	Total Number of Public Schools Operating	Number of Public Schools That Are Charter Schools	Total Number of Students in Schools.	States in Which Company Is Operating Public Schools
Sequoia Charter Schools	Mesa, AZ	10	10	1,522	AZ
Victory Schools, Inc.	New York, NY	10	3	4,716	MD, NY, PA
White Hat Management	Akron, OH	25	25	6,149	OH, AZ
Totals: Companies Operating 10 or more schools	Total Companies: 10	325	228	166,464	AZ,CA,CO,CT,DC,DE,FL,GA,IA,IL,KS,MA,MD,MI,MN,MO,NC,NJ,NV,NY,OH,PA,TX,WI

This chart is a summary of the more detailed individual company profiles which follow.

Summary of For-Profit Education Management Companies operating 4-9 schools, listed in alphabetical order.

Company Name	Company Location	Total Number of Public Schools Operating	Number of Public Schools That Are Charter Schools	Total Number of Students in Schools.	States in Which Company Is Operating Public Schools
Designs for Learning Inc.	St. Paul, MN	6	6	662	CA, MN
Excel Education Centers, Inc.	Prescott, AZ	7	7	1,020	AZ
Helicon Associates	Flat Rock, MI	9	9	3,663	MI
Ideabanc, Inc.	Tucson, AZ	6	6	1,018	AZ
Nobel Learning Communities	West Chester, PA	5	5	2,408	AZ, PA
Ombudsman Educational Service, Ltd.	Liberty, IL	5	5	399	AZ
Pinnacle Education, Inc.	Tempe, AZ	5	5	679	AZ

Summary of For-Profit Education Management Companies operating 4-9 schools, listed in alphabetical order.

Company Name	Company Location	Total Number of Public Schools Operating	Number of Public Schools That Are Charter Schools	Total Number of Students in Schools.	States in Which Company Is Operating Public Schools
SABIS Educational Systems	Eden Prairie, MN	7	7	4,319	AZ, MA, MI, NC, NY, LA
Totals: Companies operating between 4 and 9 schools	Total Companies: 8	50	50	14,168	AZ, CA, LA, MA, MI, MN, NC, NY, PA

This chart is a summary of the more detailed individual company profiles which follow.

Summary of For-Profit Education Management Companies operating fewer than 4 schools, listed in alphabetical order.

Company Name	Company Location	Total Number of Public Schools Operating	Number of Public Schools That Are Charter Schools	Total Number of Students in Schools.	States in Which Company Is Operating Public Schools
Accelerated Learning Center	Tucson, AZ	1	1	270	AZ
Allen-Cochran Enterprises	Tempe, AZ	1	1	280	AZ
American Basic Schools, LLC	Mesa, AZ	1	1	480	AZ
APEX Education Systems, Inc.	Phoenix, AZ	1	1	150	AZ
Benjamin Franklin Charter School	Gilbert, AZ	3	3	1,349	AZ
Bright Beginnings School, Inc.	Chandler, AZ	1	1	400	AZ
Cambridge Academy East, Inc.	Mesa, AZ	1	1	69	AZ
Cesar Chavez Middle Schools, Inc.	Tucson, AZ	1	1	86	AZ
Choice Schools Associates	Grand Rapids, MI	3	3	650	MI
Cornerstone Charter School, Inc.	Phoenix, AZ	1	1	49	AZ

Summary of For-Profit Education Management Companies operating fewer than 4 schools, listed in alphabetical order.

Company Name	Company Location	Total Number of Public Schools Operating	Number of Public Schools That Are Charter Schools	Total Number of Students in Schools.	States in Which Company Is Operating Public Schools
Country Gardens Educational Services, LLC	Laveen, AZ	1	1	321	AZ
Desert Springs Academy	Tucson, AZ	2	2	300	AZ
Eastpointe High School, Inc.	Tucson, AZ	2	2	360	AZ
Educational Services, Inc.	Cottonwood, AZ	2	2	Unknown	AZ
Future Development Education and Performing	Phoenix, AZ	1	1	224	AZ
GAR, LLC	Tempe, AZ	1	1	43	AZ
General Health Corp.- Arizona Youth Associates	Phoenix, AZ	2	2	249	AZ
Heritage Academy, Inc.	Mesa, AZ	1	1	368	AZ
Montessori Charter School of Flagstaff, Inc.	Flagstaff, AZ	1	1	250	AZ
Montessori Schoolhouse of Tucson	Tucson, AZ	1	1	110	AZ
New West Charter School, Inc.	Tucson, AZ	2	2	105	AZ

Summary of For-Profit Education Management Companies operating fewer than 4 schools, listed in alphabetical order.

Company Name	Company Location	Total Number of Public Schools Operating	Number of Public Schools That Are Charter Schools	Total Number of Students in Schools.	States in Which Company Is Operating Public Schools
ORBIS Management Group, LLC	Clinton Township, MI	1	1	106	MI
ReInventEd, Inc.	Scottsdale, AZ	1	1	47	AZ
Schoolhouse Services and Staffing, Inc.	Detroit, MI	3	3	1,107	MI
Self Development Charter School	Mesa, AZ	1	1	Unknown	AZ
Shadow Ridge	Phoenix, AZ	1	1	178	AZ
Smart Schools	Brighton, MI	3	3	874	MI
Southern Arizona Community Academy, Inc.	Tucson, AZ	1	1	99	AZ
Tucson Country Day School, Inc.	Tucson, AZ	1	1	43	AZ
Totals: Companies operating fewer than 4 schools	Total Companies: 29	42	42	8,567	AZ, MI

For-Profit Education Management Organization Profiles
2002-2003 Directory

	Total Companies	Total Number of Public Schools Operating	Number of Public Schools That Are Charter Schools	Total Number of Students in Schools.	Number of States in which Profiled Companies Operate
Totals In This Report	**47**	**417**	**320**	**189,199**	**24 states and the District of Columbia**

320 charter schools are only those which have been positvely identified as charter schools. It is therefore possible (and likely) that other schools EPSL was unable to identify are also charter schools, but are not included in that number.
189,199 students includes students in 405 of 417 total schools

For-Profit Education Management Organization Profiles
2002-2003 Directory
Companies operating 10 or more schools

Chancellor Beacon Academies

Address	Telephone	WWW Address	Year Founded	Privately Held/Publicly Traded	Profitability
3250 Mary Street Suite 202 Coconut Grove, FL 33133	Voice- 305-648-5950 1-800-239-7510 Fax- 305-648-5951	www.chancellorbeacon.com	1999	Private	Profitable

NOTES:

- Information confirmed via fax communication with Fernando Purlas of Chancellor Beacon Academies on 4 December 2002
- Information gathered from Chancellor Beacon Academies websites at www.beaconedu.com/schools and at www.chancelloracademies.com/publicCharter on 23 May 2002 and 17-19 June 2002, the Michigan Association of Public School Academies website at http://www.charterschools.org/pages/schools.cfm on 17 June 2002, the Great Schools website at http://www.greatschools.net/modperl/browse_school on 18 October 2002, the Department of Education websites for the following states AZ, FL, NC, NY, MI and the District of Columbia, and updated with information from Fernando Purlas of Chancellor Beacon Academies via fax communication on 4 December 2002
- Beacon Education Management merged with Chancellor Academies in January 2002. "School Managers Chancellor and Beacon Merge." Education Week. 16 January 2002

Schools

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Chancellor Charter School at Bell Canyon	Phoenix, AZ	2001	Pre, K-6	580	Yes
Chancellor Charter School at Cortez Park	Phoenix, AZ	2001	K-6	615	Yes
Chancellor Charter School at Sierra Vista	Sierra Vista, AZ	2001	K-8	100	Yes
Chancellor Charter School at West Gilbert	Gilbert, AZ	2001	Pre, K-6	500	Yes

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Meridian Public Charter School	Washington, DC	1999	Pre, K-5	460	Yes
Options Public Charter School	Washington, DC	2001	5-8	150	Yes
Milestones Community School	Palm Bay, FL	1998	5-12	150	Yes
Four Corners Charter School	Davenport, FL	2000	Pre, K-8	1,122	Yes
Kissimmee Charter Elementary School	Kissimmee, FL	2000	Pre, K-5	660	Yes
Chancellor Charter School at Lantana	Lantana, FL	2001	Pre, K-5	530	Yes
Chancellor Charter School at North Lauderdale	North Lauderdale, FL	2001	K-5	520	Yes
Chancellor Charter School at Weston	Weston, FL	2001	Pre, K-5	950	Yes
North Tampa Alternative Charter School	Tampa, FL	2001	4-11	150	Yes
P.M. Wells Elementary	Kissimmee, FL	2001	K-5	530	Yes
Stepping Stones Community School	Palm Bay, FL	2001	K-4	200	Yes
Rising Tide Charter School	Plymouth, MA	1998	K-9	925	Yes
Mystic Valley Regional Charter School	Malden, MA	1998	K-8	925	Yes
Lowell Community Charter School	Lowell, MA	2000	K-5	523	Yes
The Learning Center	Byron Center, MI	1996	Pre, K-12	175	Yes

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Pontiac Academy of Excellence	Pontiac, MI	1996	K-8	662	Yes
Renaissance Public School Academy	Mt. Pleasant, MI	1996	K-6	150	Yes
Island City Academy	Eaton Rapids, MI	1996	K-8	175	Yes
Great Lakes Academy	Pontiac, MI	1997	K-7	320	Yes
Chandler Park Academy-Haverhill	Detroit, MI	1997	8	193	Yes
Chandler Park Academy-Philip	Detroit, MI	1998	7	161	Yes
Chandler Park Academy-Greenfield	Detroit, MI	1999	2-5, 8	140	Yes
Landmark Academy	Kimball, MI	1999	K-8	360	Yes
White Pine Academy	Leslie, MI	1999	K-8	167	Yes
Conner Creek Academy East	Roseville, MI	1999	K-6	516	Yes
Huron Academy	Sterling Heights, MI	1999	K-8	440	Yes
Conner Creek Academy	Warren, MI	1999	K-8	664	Yes
Chandler Park Academy-Oak Park	Oak Park, MI	2001	Pre, K-2	190	Yes
Muskegon Technical Academy	Muskegon, MI	2001	6-10	180	Yes
Southwest Charter School	Kansas City, MO	1999	6-11	550	Yes

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Ethel Hedgeman Lyle Academy	St. Louis, MO	2000	Pre, K-6	260	Yes
St. Louis Charter School	St. Louis, MO	2000	K-8	900	Yes
Thurgood Marshall Academy	St. Louis, MO	2000	K-8	770	Yes
South Buffalo Charter School	Buffalo, NY	2000	K-6	386	Yes
Central New York Charter School	Syracuse, NY	2000	K-6	523	Yes
Guion S. Bluford Elementary School	Philadelphia, PA	2002	K-5	783	No
Roberto Clemente Middle School	Philadelphia, PA	2002	5-9	1,403	No
Samuel H. Daroff Elementary	Philadelphia, PA	2002	K-5	689	No
Philip H. Sheridan School	Philadelphia, PA	2002	K-5	1,084	No
Shoemaker Middle School	Philadelphia, PA	2002	6-8	767	No

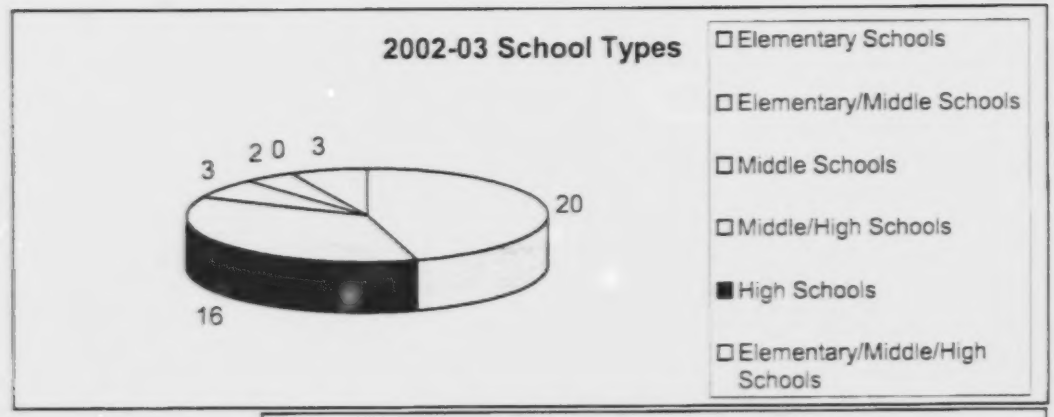
Discontinued Schools - Chancellor Beacon Academies

School Name	Location	Year	Reason Discontinued
Murdoch Middle School	Chelmsford, MA	2002	Considered more efficient without Chancellor Beacon Involvement. "Another Charter School Cuts Its Ties." *Boston Globe*, 8 February 2002
Roxbury Prep Charter School	Roxbury, MA	2002	Unknown-this school was a limited service client of Beacon Education Management
Frederick Douglass Charter School	Hyde Park, MA	2002	Unknown-this school was a limited service client of Beacon Education Management
West Michigan Academy of Arts & Academics	Spring Lake, MI	2002	Unknown
Detroit Community High School	Detroit, MI	2002	Unknown
Engelmann School of the Arts and Sciences	Claremont, NC	2002	Unknown

27

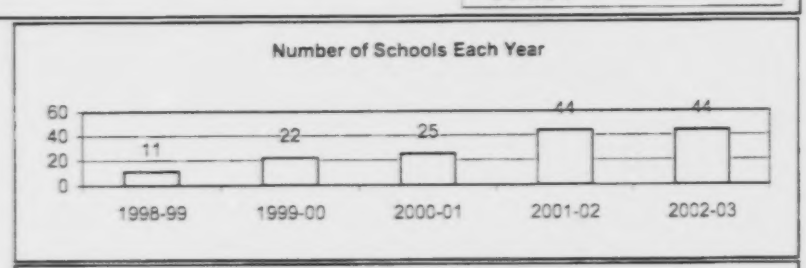
Chancellor Beacon Academies

	2002-03
Elementary Schools	20
Elementary/Middle Schools	16
Middle Schools	3
Middle/High Schools	2
High Schools	0
Elementary/Middle/High Schools	3



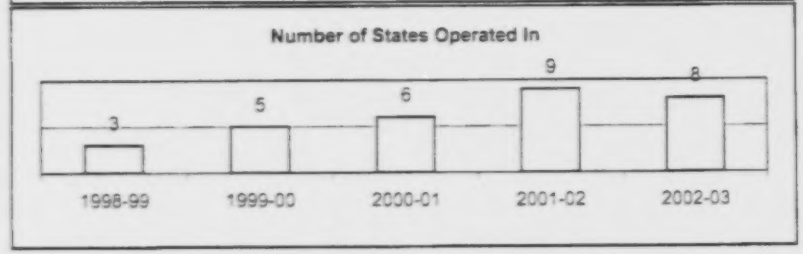
	1998-99	1999-00	2000-01	2001-02	2002-03
Number of Schools	11	22	25	44	44

Figures before 2001-02 include Beacon Education Management only. 2001-02 is the sum of Beacon and Chancellor Academies



	1998-99	1999-00	2000-01	2001-02	2002-03
Number of States	3	5	6	9	8

Figures before 2001-02 include Beacon Education Management only. 2001-02 is the sum of Beacon and Chancellor Academies



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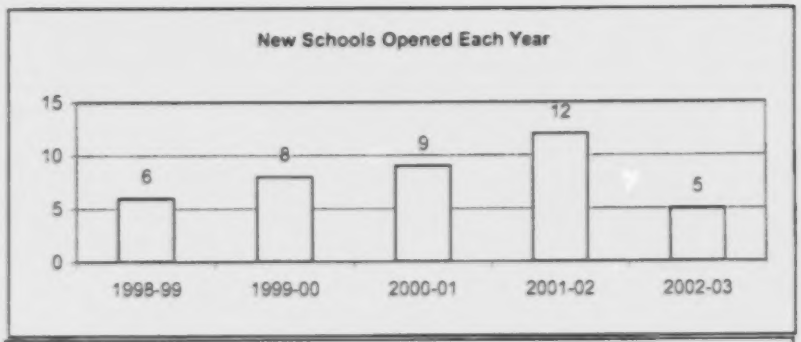
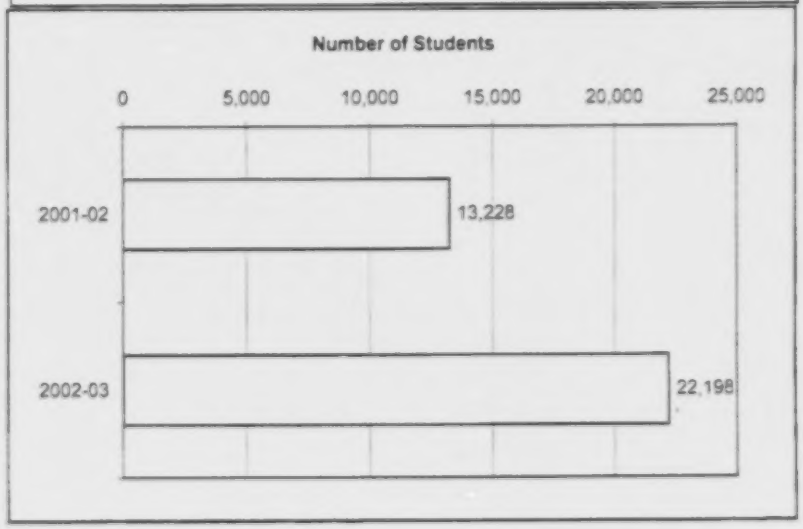
Chancellor Beacon Academies

	1998-99	1999-00	2000-01	2001-02	2002-03
New Schools Opened	6	8	9	12	5



	1998-99	1999-00	2000-01	2001-02	2002-03
Number of Students	Unknown	Unknown	Unknown	13,228	22,198



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Charter School Administrative Services

Address	Telephone	WWW Address	Year Founded	Privately Held/Publicly Traded	Profitability
20755 Greenfield Road Suite. 30 Southfield, MI 48075	Voice- 248-567-7787 Fax- 248-569-6674	None	1995	Private	Unknown

NOTES:

•Attempts were made to confirm this information via fax communication with company representatives on 12 September, 29 October, and 3 December 2002. Charter School Administrative Services did not respond to these multiple requests.

•Information gathered from the Michigan Association of Public School Academies website at http://www.charterschools.org/pages/schools.cfm on 29 May 2002, the Texas Department of Education website at http://askted.tea.state.tx.us/tsd2002/tsd/all.pdf on 29 May 2002, the Missouri Department of Education website at www.lx.org/csp/kcakc.html on 29 May 2002, as well as the U.S. Security and Exchange Commission website at http://www.sec.gov/edgar/searchedgar/companysearch.html on 18 October 2002.

•Additional information listed was compiled from the following: Brooks, Philips, "Austin charter school clears out," Austin American-Statesman, 2 December 1999, News A1; Brown, Marilyn, "Two charter schools struggle to survive," The Tampa Tribune, 22 November 19999, Florida/Metro, 1; Schiller, Dana, "Charter firm stands behind school; Company says Dallas campus will stay open," The Dallas Morning News, 9 January 2000, News, 23A; "Silence in the halls," Austin-American-Statesman, 4 December 1999, Editorial, A14.

Schools

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
The Tampa United Methodist School	Tampa, FL	Unknown	Unknown	Unknown	Unknown
Academy of Detroit West	Detroit, MI	1995	K-6	475	Yes
Academy of Lathrup Village	Lathrup Village, MI	1995	K-8	555	Yes

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Academy of Oak Park	Ferndale, MI	1995	K-12	1,459	Yes
Academy of Southfield	Southfield, MI	1995	K-6	500	Yes
Academy of Westland	Westland, MI	1996	K-6	348	Yes
Academy of Michigan	Ferndale, MI	1997	9-12	397	Yes
Cherry Hill School of Performing Arts	Inkster, MI	1998	K-12	1,250	Yes
Academy of Inkster	Inkster, MI	1999	9-12	80	Yes
Academy of Flint	Flint, MI	1999	K-8	504	Yes
Academy of Kansas City	Kansas City, MO	Unknown	K-8	214	Yes
Academy of Dallas	Dallas, TX	Unknown	K-7	249	Yes
Bexar County Academy	San Antonio, TX	Unknown	Unknown	Unknown	Unknown
Unknown	Beaumont, TX	Unknown	Unknown	Unknown	Unknown
Unknown	Houston, TX	Unknown	Unknown	Unknown	Unknown

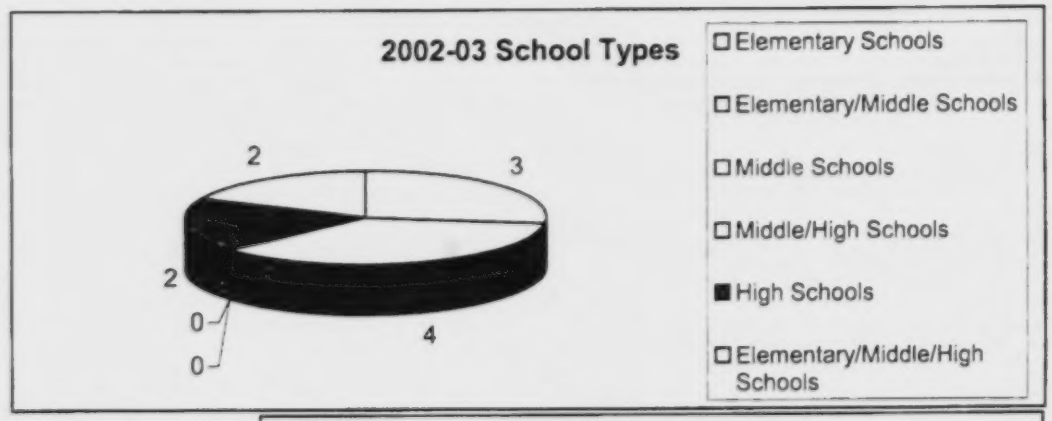
Discontinued Schools - Charter School Administrative Services

School Name	Location	Year	Reason Discontinued
Academy of Austin	Austin, TX	1999	Closed due to "Facility Problems." "Austin Charter School Clears Out." *Austin American-Statesman*, 2 December 1999

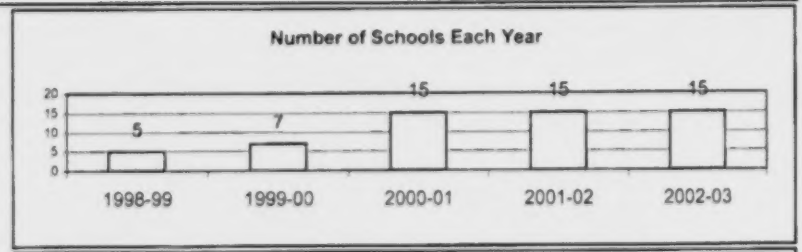
Charter School Administrative Services

	2002-03
Elementary Schools	3
Elementary/Middle Schools	4
Middle Schools	0
Middle/High Schools	0
High Schools	2
Elementary/Middle/High Schools	2

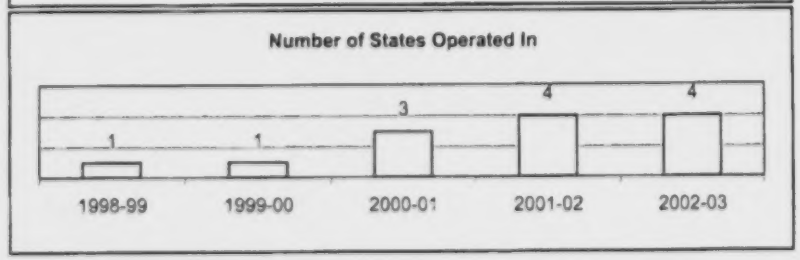
This graph includes information for 11 of 15 schools



	1998-99	1999-00	2000-01	2001-02	2002-03
Number of Schools	5	7	15	15	15



	1998-99	1999-00	2000-01	2001-02	2002-03
Number of States	1	1	3	4	4



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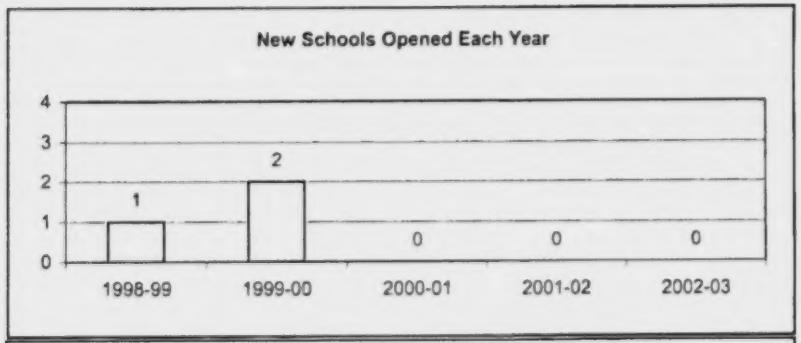
Charter School Administrative Services

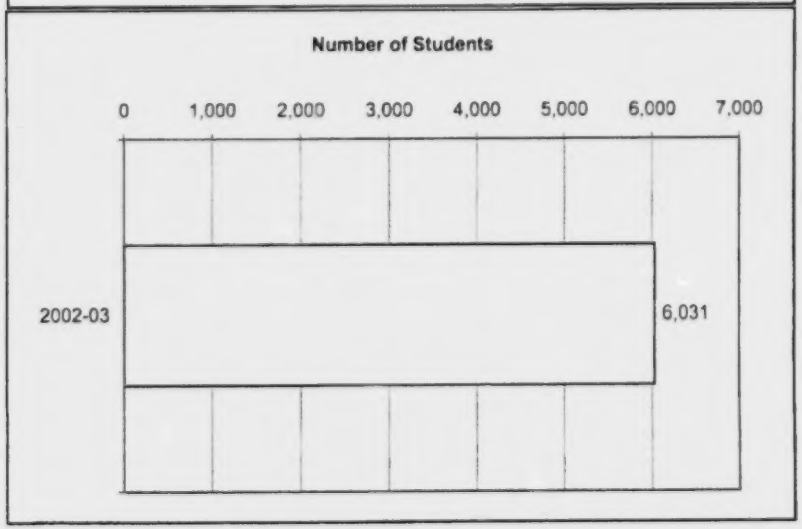
	1998-99	1999-00	2000-01	2001-02	2002-03
New Schools Opened	1	2	U	U	U

"U" here indicates Unknown



	1998-99	1999-00	2000-01	2001-02	2002-03
Number of Students	Unknown	Unknown	Unknown	Unknown	6,031

6,031 includes students in 11 of 15 schools



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For-Profit Education Management Organization Profiles
2002-2003 Directory
Companies operating 10 or more schools

Charter Schools USA

Address	Telephone	WWW Address	Year Founded	Privately Held/Publicly Traded	Profitability
6245 N. Federal Hwy. 5th Floor Fort Lauderdale, FL 33308	Voice- 954-202-3500 Fax- 954-202-3512	www.charterschoolsusa.com	1998	Private	Not Profitable

NOTES:

- Information confirmed by Charter Schools USA via fax communication on 16 December 2002.
- Information gathered from the Charter Schools USA website at www.charterschoolsusa.com on 24 May 2002, the Florida Department of Education Website at www.fim.edu/doe/choice/list.pdf on 28 June 2002, the US Securities and Exchange Commission website at www.sec.gov/edgar/searchedgar/companysearch.html on 19 July 2002, the Great Schools website at www.greatschools.net/modperl/browse_school on 18 October 2002, and updated with information Charter Schools USA via fax communication on 16 December 2002.
- "The Academy of Skills and Knowledge" appears to have been renamed "Cumberland Academy."

Schools

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
North Lauderdale Academy High School	North Lauderdale, FL	1998	9-12	929	Yes
Ryder Elementary Charter School	Miami, FL	1999	K-5	397	Yes
Coral Springs Charter School	Coral Springs, FL	1999	6-12	1,594	Yes
vanKara North County Charter School	Opa-Locka, FL	2001	K-5	293	Yes

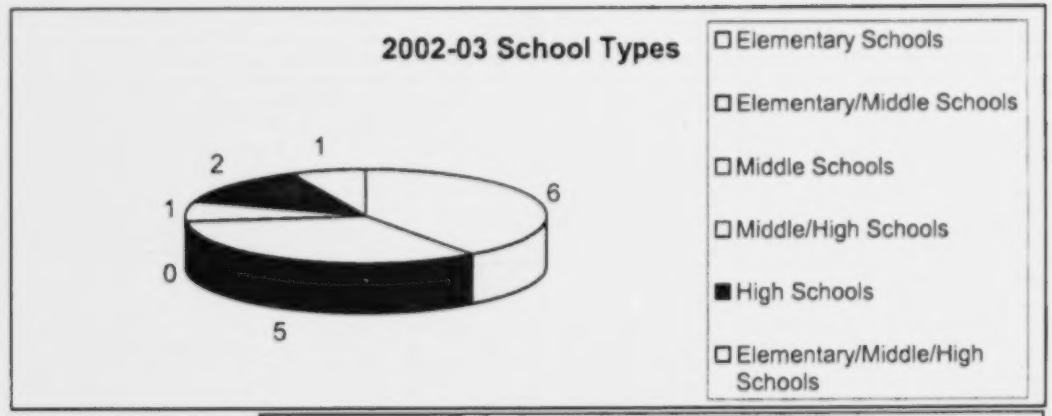
School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
North Broward Academy of Excellence	North Lauderdale, FL	2001	K-4	181	Yes
Bay Haven Charter Academy	Panama City, FL	2001	K-8	225	Yes
Northeast Academy	North Miami Beach, FL	2001	K-5	240	Yes
Parkway Academy	Miramar, FL	2001	9-12	454	Yes
Downtown Miami Charter School	Miami, FL	2002	K-5	313	Yes
Bonita Springs Charter School	Bonita Springs, FL	2002	K-5	276	Yes
Oak Cliff Academy	Dallas, TX	1999	K-8	613	Yes
Houston Gateway Academy	Houston, TX	2001	K-8	700	Yes
Midland Academy Charter School	Midland, TX	2001	K-8	702	Yes
Cumberland Academy	Tyler, TX	2001	K-8	261	Yes
New Frontiers Charter School	San Antonio, TX	2001	K-9	784	Yes

Discontinued Schools - Charter Schools USA

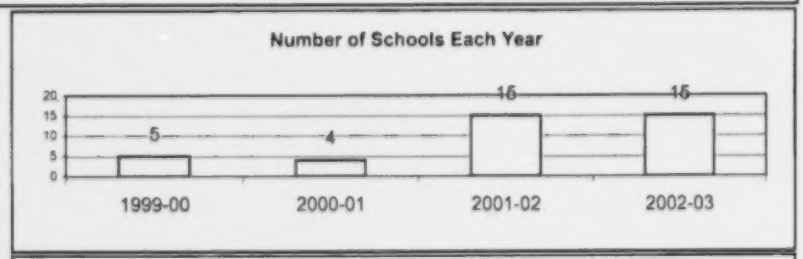
School Name	Location	Year	Reason Discontinued
McCullough Academy of Excellence	Austin, TX	2002	Unknown-fax communication with Charter Schools USA on 16 December 2002

Charter Schools USA

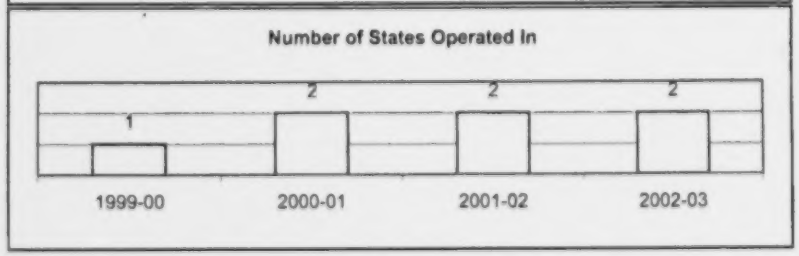
	2002-03
Elementary Schools	6
Elementary/Middle Schools	5
Middle Schools	0
Middle/High Schools	1
High Schools	2
Elementary/Middle/High Schools	1



	1998-99	1999-00	2000-01	2001-02	2002-03
Number of Schools	NA	5	4	15	15



	1998-99	1999-00	2000-01	2001-02	2002-03
Number of States	NA	1	2	2	2



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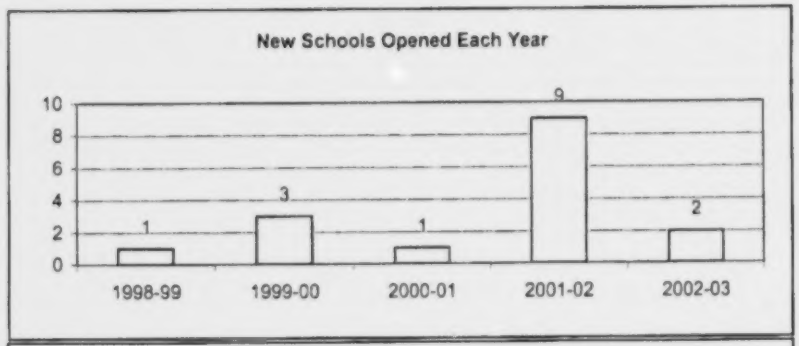
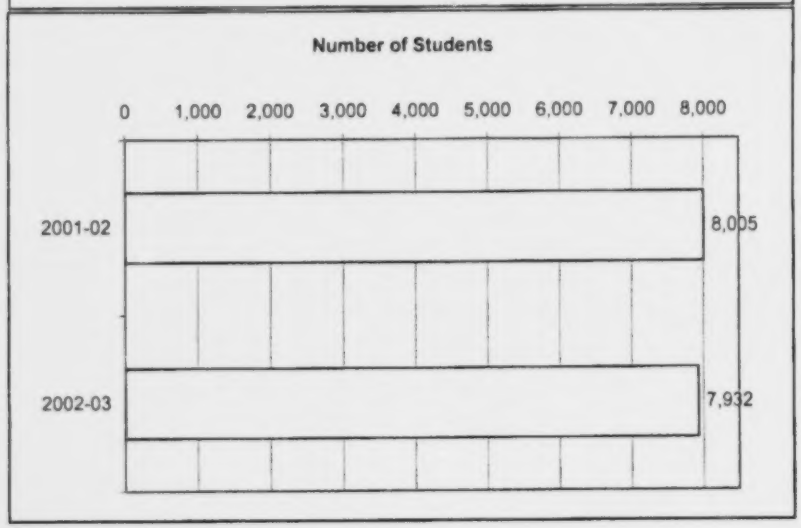
Charter Schools USA

	1998-99	1999-00	2000-01	2001-02	2002-03
New Schools Opened	1	3	1	9	2



	1998-99	1999-00	2000-01	2001-02	2002-03
Number of Students	Unknown	Unknown	Unknown	8,005	7,932



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For-Profit Education Management Organization Profiles
2002-2003 Directory
Companies operating 10 or more schools

Edison Schools

Address	Telephone	WWW Address	Year Founded	Privately Held/Publicly Traded	Profitability
521 5th Ave. 15th Fl. New York, NY 10175	Voice- 212-419-1600 Fax- 212-419-1604	www.edisonschools.com	1992	Public	Not Profitable

NOTES:

- Attempts were made to confirm this information via fax communication with company representatives on 12 September, 29 October, and 3 December 2002. Edison Schools did not respond to these multiple requests.
- Information gathered from the Edison Schools website at www.edisonschools.com/schools/schools.asp on 21-23 May 2002, and 5 September 2002, the Great Schools website at www.greatschools.net/modperl/browse_school on 1, 3,18, and 22 October 2002, the US Securities and Exchange Commission website at http://www.sec.gov/edgar/searchedgar/companysearch.html on 19 December 2002, and the Michigan Association of Public School Academies website at http://www.charterschools.org/pages/schools.cfm on 15 August 2002.

Schools

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Feaster-Edison Charter School	Chula Vista, CA	1997	K-6	1,141	Yes
Phillips-Edison Partnership School	Napa, CA	1998	K-6	582	Yes
Edison Charter Academy	San Francisco, CA	1998	K-5	473	Yes
San Jose-Edison Academy	West Covina, CA	1998	K-6	1,098	Yes

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Edison McNair Academy	East Palo Alto, CA	1998	4-8	552	Yes
Edison Brentwood Academy	East Palo Alto, CA	1998	K-3	597	Yes
Edison-Bethune Charter Academy	Fresno, CA	1999	K-6	Unknown	Yes
Starr King-Edison Academy	Long Beach, CA	2000	K-5	Unknown	Unknown
Roosevelt-Edison Charter School	Colorado Springs, CO	1996	K-5	717	Yes
Academy-Edison Elementary School	Colorado Springs, CO	1998	K-5	645	No
Emerson-Edison Partnership School	Colorado Springs, CO	1997	6-8	722	Yes
Wyatt-Edison Charter School	Denver, CO	1998	K-7	665	Yes
Wintergreen Interdistrict Magnet School	Hamden, CT	1998	K-8	Unknown	Unknown
Edison-Friendship Public Charter School-Chamberlain Campus	Washington, DC	1998	K-5	Unknown	Yes
Edison-Friendship Public Charter School-Woodridge Campus	Washington, DC	1998	K-5	Unknown	Yes
Edison-Friendship Public Charter School-Blow Pierce Campus	Washington, DC	1999	6-8	Unknown	Yes
Edison Friendship Senior Academy-Carter G. Woodson Campus	Washington, DC	2000	9-10	Unknown	Unknown
SE Academy for Scholastic Excellence (Learn Now Division)	Washington, DC	2001	K-8	Unknown	Unknown
Community Academy Public Charter (Learn Now Division)	Washington, DC	2001	K-8	Unknown	Yes
Thomas A. Edison Charter School	Wilmington, DE	2000	K-7	834	Yes

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Henry S. Reeves Elementary School	Miami, FL	1996	K-5	1,175	No
Charles R. Drew Charter School	Atlanta, GA	2000	K-5	240	Yes
Jefferson-Edison Elementary School	Davenport, IA	1999	K-5	495	No
Franklin-Edison School	Peoria, IL	1993	K-4	696	No
Northmoor-Edison School	Peoria, IL	1999	K-4	502	No
Chicago International Charter School- Longwood Campus	Chicago, IL	1999	K-12	Unknown	Yes
Loucks Edison Junior Academy	Peoria, IL	2000	5-8	508	No
Feitshans-Edison	Springfield, IL	2000	K-6	612	No
Rolling Acres Junior Academy	Peoria, IL	2001	5-8	Unknown	Unknown
Dodge-Edison Elementary School	Wichita, KS	1995	K-5	630	No
Jardine-Edison Junior Academy	Wichita, KS	1996	6-8	838	No
Seven Hills Charter School	Worchester, MA	1996	K-8	664	Yes
Montebello Elementary	Baltimore, MD	2000	Pre, K-6	699	No
Gilmor Elementary	Baltimore, MD	2000	Pre, K-6	486	No
Furman Templeton Elementary	Baltimore, MD	2000	Pre, K-6	448	No
Williams-Edison Partnership School	Flint, MI	1997	K-5	549	No

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Garfield-Edison Partnership School	Flint, MI	1997	K-5	507	Yes
Detroit Academy of Arts and Sciences	Detroit, MI	1997	K-5	2,200	Yes
Detroit-Edison Public School Academy	Detroit, MI	1998	K-8	1,097	Yes
Washington-Edison Partnership School	Battle Creek, MI	1998	K-6	356	No
Wilson-Edison Partnership School	Battle Creek, MI	1998	K-6	259	No
Edison- Perdue Academy	Pontiac, MI	1998	K-7	1,144	No
Southwestern Edison Jr. Academy	Battle Creek, MI	1999	7-8	277	No
YMCA Service Learning Academy	Detroit, MI	1999	K-5	1,057	Yes
Edison-Oakland Public School Academy	Ferndale, MI	1999	K-8	840	Yes
Flint Northwestern Comm. High School Edison Partnership	Flint, MI	1999	6-10	Unknown	Unknown
Blanchett Middle School	Inkster, MI	2000	6-8	386	No
Meek-Milton Primary Academy	Inkster, MI	2000	Pre, K-2	315	No
Baylor Woodson	Inkster, MI	2000	K-5	756	No
Inkster High School	Inkster, MI	2000	9-12	358	No
Detroit Academy of Arts and Sciences, Medbury Campus	Detroit, MI	2001	6-10	Unknown	Yes
Duluth-Edison Partnership Schools	Duluth, MN	1997	K-8	217	Unknown

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
HOPE Community Academy (LearnNow Division)	St. Paul, MN	2001	K-4	Unknown	Unknown
Woodland-Edison Classical Academy	Kansas City, MO	1999	K-5	Unknown	Unknown
Allen-Edison Village School	Kansas City, MO	1999	K-8	452	Yes
Westport Edison Middle Academy	Kansas City, MO	1999	6-8	Unknown	Unknown
Westport Edison Senior Academy	Kansas City, MO	1999	9-12	Unknown	Unknown
Swift Creek-Edison Elementary	Whitakers, NC	1999	K-5	435	No
Schomburg Charter School	Jersey City, NJ	2000	K-5	Unknown	Yes
Charles I. West-Edison Junior Academy	Las Vegas, NV	2001	6-8	1,603	No
Lincoln-Edison Elementary	Las Vegas, NV	2001	K-5	770	No
Crestwood-Edison Elementary	Las Vegas, NV	2001	K-5	904	No
Ann T. Lynch-Edison Elementary	Las Vegas, NV	2001	K-5	978	No
Cahlan-Edison Elementary	Las Vegas, NV	2001	K-5	908	No
C.C.Ronnow-Edison Elementary	Las Vegas, NV	2001	K-5	1,081	No
John S. Park-Edison Elementary	Las Vegas, NV	2001	K-5	899	No
The Charter School of Science & Technology	Rochester, NY	2000	K-9	Unknown	Yes
New Covenant Charter School	Albany, NY	2000	K-6	Unknown	Yes

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Harriet Tubman Charter (LearnNow Division)	Bronx, NY	2001	K-3	Unknown	Yes
Charter School for Applied Technologies	Buffalo, NY	2001	K-6	Unknown	Yes
Stepping Stone Academy Charter School	Buffalo, NY	2001	K-5	Unknown	Yes
Riverhead Charter School	Riverhead, NY	2001	K-6	Unknown	Yes
The Dayton Academy	Dayton, OH	1999	K-5	Unknown	Unknown
Dayton View Academy	Dayton, OH	2000	K-5	624	Yes
The Renaissance Academy	Phoenixville, PA	2000	K-9	Unknown	Unknown
Lincoln-Edison Charter School	York, PA	2000	K-5	Unknown	Unknown
Chester High School (LearnNow Division)	Chester, PA	2001	9-12	1,621	No
Smedley Middle School (LearnNow Division)	Chester, PA	2001	6-8	523	No
Stetser Elementary (LearnNow Division)	Chester, PA	2001	K-5	284	No
Showalter Edison Junior Academy	Chester, PA	2001	5-8	448	No
Pulaski Edison Junior Academy	Chester, PA	2001	5-8	560	No
Wetherill Edison Elementary	Chester, PA	2001	K-5	337	No
Main Street Edison Academy	Upland, PA	2001	K-8	Unknown	Unknown
William Penn Edison Elementary	Chester, PA	2001	K-4	Unknown	Unknown

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Columbus Edison Elementary	Chester, PA	2001	K-5	1,022	No
Mariana Bracetti Academy Charter (LearnNow Division)	Philadelphia, PA	2001	6-9	Unknown	Yes
Stoddart-Fleisher Middle School	Philadelphia, PA	2002	6-8	372	No
Ludlow Elementary School	Philadelphia, PA	2002	K-8	507	No
Sulzberger Middle School	Philadelphia, PA	2002	6-8	923	No
Barratt Middle School	Philadelphia, PA	2002	5-8	812	No
Locke Elementary School	Philadelphia, PA	2002	K-5	508	No
Tilden Middle School	Philadelphia, PA	2002	5-8	1,341	No
Shaw Middle School	Philadelphia, PA	2002	5-8	797	No
Munoz-Marin Elementary School	Philadelphia, PA	2002	K-8	759	No
Kelley Elementary School	Philadelphia, PA	2002	K-6	427	No
Morton-McMichael Elementary	Philadelphia, PA	2002	K-8	607	No
Harrity Elementary School	Philadelphia, PA	2002	K-5	696	No
Waring Elementary School	Philadelphia, PA	2002	K-5	291	No
Anderson Elementary School	Philadelphia, PA	2002	K-5	545	No
Penn Treaty Middle School	Philadelphia, PA	2002	5-8	854	No

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Alcorn Elementary School	Philadelphia, PA	2002	K-8	1,152	No
Kenderton Elementary School	Philadelphia, PA	2002	K-8	761	No
Gillespie Middle School	Philadelphia, PA	2002	6-8	896	No
Stetson Middle School	Philadelphia, PA	2002	5-8	1,094	No
Potter-Thomas Elementary School	Philadelphia, PA	2002	K-7	708	No
Comegys Elementary School	Philadelphia, PA	2002	K-5	532	No
Stewart-Edison Junior Academy	Tyler, TX	1999	6-8	569	No
Blair-Edison	Dallas, TX	2000	Pre, K-6	745	No
Edward Titche Elementary	Dallas, TX	2000	Pre, K-6	1,405	No
Henderson Elementary	Dallas, TX	2000	Pre, K-6	924	No
Maple Lawn Elementary	Dallas, TX	2000	Pre, K-6	914	No
Hernandez Elementary	Dallas, TX	2000	Pre, K-6	841	No
Medrano Elementary	Dallas, TX	2000	Pre, K-6	750	No
John W. Runyon	Dallas, TX	2000	Pre, K-6	978	No
Milwaukee Science Academy	Milwaukee, WI	2000	Pre, K-7	917	Yes
Milwaukee Urban League Academy of Business and Economics	Milwaukee, WI	2001	K-5	Unknown	Unknown

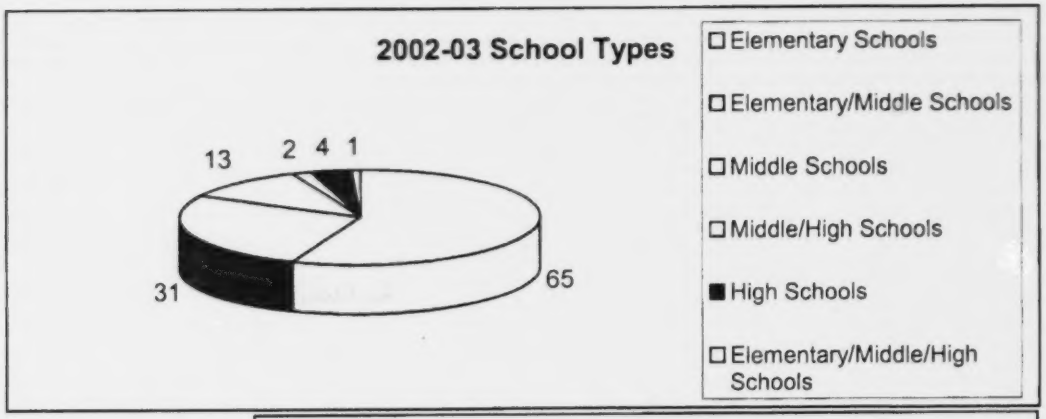
Discontinued Schools - Edison Schools

School Name	Location	Year	Reason Discontinued
Timberview-Edison Elementary	Colorado Springs, CO	2000	Lack of enrollment. "Edison School to Close" *Denver Rocky Mountain News*, 15 December 2000
Washington Elementary School	Sherman, TX	2000	Unable to fulfill contract promises. "No Class." *Dallas Observer*. 27 January 2000
Dillingham Intermediate School	Sherman, TX	2000	Unable to fulfill contract promises. "No Class." *Dallas Observer*. 27 January 2000
Martin Luther King Jr.-Edison	Macon, GA	2002	Contract ties severed by Bibb County Public Schools- "Edison's Future in Bibb Unclear." *The Macon Telegraph*. 24 July 2002
Riley-Edison	Macon, GA	2002	Contract ties severed by Bibb County Public Schools- "Edison's Future in Bibb Unclear." *The Macon Telegraph*. 24 July 2002
Edison-Isley Partnership School	Wichita, KS	2002	Declining enrollment, high teacher turnover, and unimpressive test scores led Wichita School Board to take school back over. "Teachers: Edison Was Warned." *Wichita Eagle* 3 February 2002
Edison-Ingalls Partnership School	Wichita, KS	2002	Declining enrollment, high teacher turnover, and unimpressive test scores led Wichita School Board to take school back over. "Teachers: Edison Was Warned." *Wichita Eagle* 3 February 2002
Boston Renaissance Charter School	Boston, MA	2002	Desire for more school independence as well as to try to increase mediocre test scores. "Charter School Cuts Ties With Edison." *CBS Marketwatch*
Dr. Martin Luther King Jr. Academy	Mt. Clemens, MI	2002	Unknown-Delisted from Edison Website
Mount Clemens Junior & Senior Academy	Mt. Clemens, MI	2002	Unknown-Delisted from Edison Website
Dr. Martin Luther King Jr. Academy	Mt. Clemens, MI	2002	Unknown-Delisted from Edison Website
The Edison Project-PPL School	Minneapolis, MN	2002	Unknown-Delisted from Edison Website
Minnesota Institute of Technology (LearnNow Division)	St. Paul, MN	2002	Unknown-Delisted from Edison Website
Granville Charter High School	Trenton, NJ	2002	Contract not renewed because of low academic perfomance. "Edison's Role in City Gets Murky." Philadelphia Inquirer. 24 December 2001

School Name	Location	Year	Reason Discontinued
Elm Creek Elementary School	Atascosa, TX	2002	Too expensive to maintain contract with Edison. "Reading, Writing, and Revenue." www.motherjones.com/magazine/MJ01/edison.html May/June 2001
Kriewald Road Elementary School	San Antonio, TX	2002	Too expensive to maintain contract with Edison. "Reading, Writing, and Revenue." www.motherjones.com/magazine/MJ01/edison.html May/June 2001

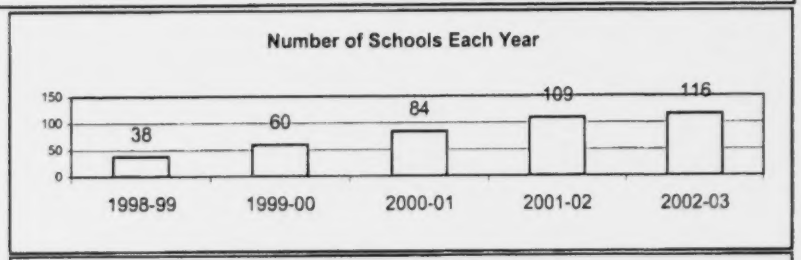
Edison Schools

	2002-03
Elementary Schools	65
Elementary/Middle Schools	31
Middle Schools	13
Middle/High Schools	2
High Schools	4
Elementary/Middle/High Schools	1

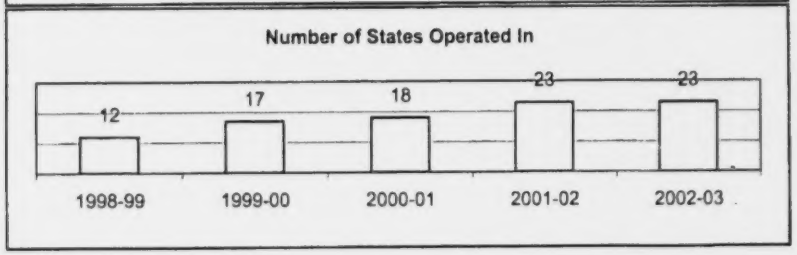


	1998-99	1999-00	2000-01	2001-02	2002-03
Number of Schools	38	60	84	109	116

According to EPSL counting techniques, Edison Schools currently operates 116 schools



	1998-99	1999-00	2000-01	2001-02	2002-03
Number of States	12	17	18	23	23



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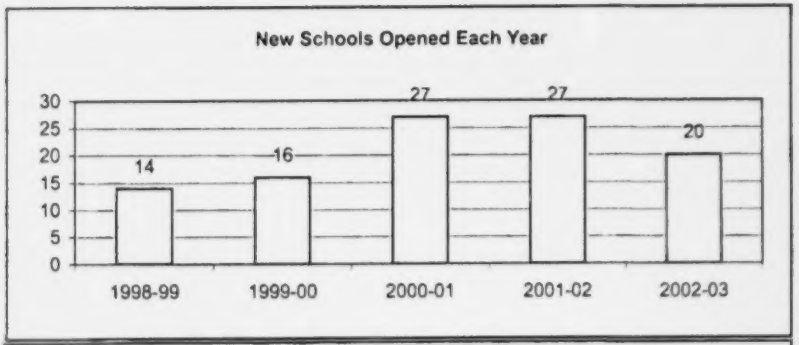
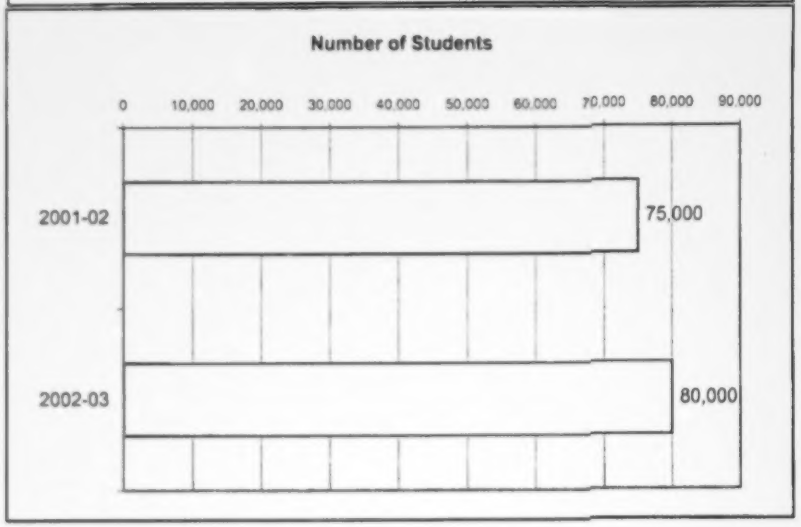
Edison Schools

	1998-99	1999-00	2000-01	2001-02	2002-03
New Schools Opened	14	16	27	27	20



	1998-99	1999-00	2000-01	2001-02	2002-03
Number of Students	Unknown	Unknown	Unknown	75,000	80,000

Edison currently enrolls approximately 80,000 students according to latest company filings with the US Securities and Exchange Commision.



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For-Profit Education Management Organization Profiles
2002-2003 Directory
Companies operating 10 or more schools

The Leona Group

Address	Telephone	WWW Address	Year Founded	Privately Held/Publicly Traded	Profitability
1313 E. Osborn Rd. Suite 100 Phoenix, AZ 85014	Voice- 602-953-2933 Fax- 602-953-0831	www.leonagroup.com	1996	Private	Profitable

NOTES:

- Information confirmed by Paul Wright and Kelly Updike of Leona Group via phone communications on 3 December 2002, and 17 December 2002.
- Information gathered from Leona Group LLC website at www.leonagroupaz.com/schools.html, the Arizona Department of Education website at www.ade.state.az.us/CharterSchools/Search/SiteList.asp, and the Michigan Association of Public School Academies website at http://www.charterschools.org/pages/schools.cfm on 28 May 2002, the Great Schools website at www.greatschools.net on 1 November 2002, and updated with information from Paul Wright of Leona Group via phone communication on 3 December 2002 and from Kelly Updike of Leona Group via phone communication on 17 December 2002.

Schools

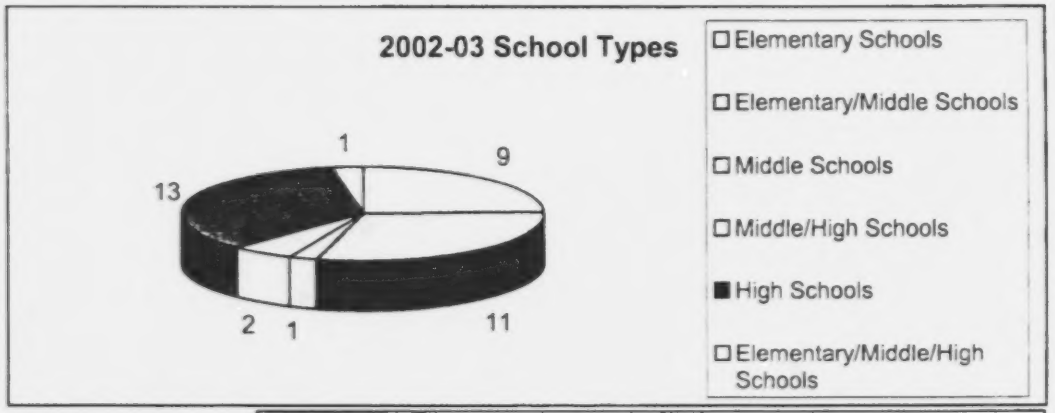
School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Sun Valley High School	Mesa, AZ	1997	9-12	973	Yes
Tucson Accelerated High School	Tucson, AZ	1997	9-12	480	Yes
Apache Trail High School	Apache Junction, AZ	1997	9-12	205	Yes
West Phoenix High School	Phoenix, AZ	1997	9-12	640	Yes
Tempe Accelerated High School	Tempe, AZ	1997	9-12	380	Yes

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Summit High School	Phoenix, AZ	1998	9-12	515	Yes
Maya High School	Phoenix, AZ	1998	9-12	480	Yes
Estrella High School	Avondale, AZ	1999	9-12	460	Yes
Peoria Accelerated High School	Peoria, AZ	1999	9-12	421	Yes
Ocotillo High School	Phoenix, AZ	1999	9-12	360	Yes
El Dorado High School	Chandler, AZ	1999	9-12	217	Yes
Desert Hills High School	Gilbert, AZ	1999	9-12	320	Yes
APEX Academy	Apache Junction, AZ	2001	K-8	45	Yes
Sun Valley Middle School	Mesa, AZ	2001	9-12	40	Yes
Timothy L. Johnson Academy	Fort Wayne, IN	2002	K-5	215	Yes
TriValley Academy of Arts and Education	Muskegon, MI	1995	K-8	292	Yes
Woodward Academy	Detroit, MI	1996	K-8	705	Yes
Navigator Academy	Kalamazoo, MI	1996	K-6	50	Yes
Cesar Chavez Academy	Detroit, MI	1996	K-8	795	Yes
Walter French Academy	Lansing, MI	1996	K-12	670	Yes
Academy for Business and Technology	Dearborn Heights, MI	1997	6-12	394	Yes

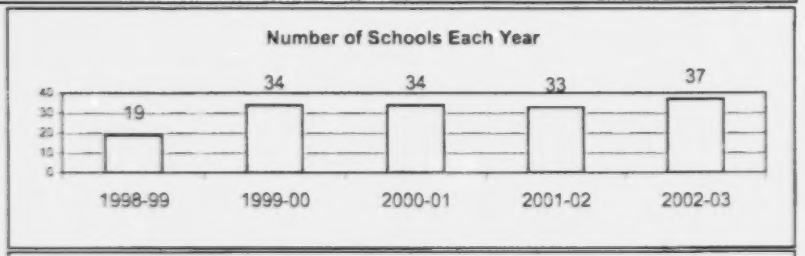
School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
William C. Abney Academy	Grand Rapids, MI	1998	K-6	175	Yes
Francis Reh Academy	Saginaw, MI	1998	K-8	342	Yes
Pierre Toussaint Academy	Detroit, MI	1998	K-8	398	Yes
Voyageur Academy	Detroit, MI	1998	K-7	345	Yes
Charlotte Forten Academy	Detroit, MI	1998	Ages 12-18	170	Yes
George Crockett Academy	Detroit, MI	1998	K-8	348	Yes
New City Academy	Lansing, MI	1999	K-5	82	Yes
Northridge Academy	Flint, MI	1999	K-8	431	Yes
Hope of Detroit Academy	Detroit, MI	1999	K-8	353	Yes
Joy Preparatory Academy	Detroit, MI	1999	K-3	174	Yes
Allen Academy	Detroit, MI	1999	K-8	475	Yes
Beacon International Academy	Detroit, MI	1999	K-5	279	Yes
Paul Laurence Dunbar Academy	Toledo, OH	2002	K-6	150	Yes
Eagle Academy	Toledo, OH	2002	K-5	280	Yes
Lake Erie Academy	Toledo, OH	2002	K-6	98	Yes
Toledo Accelerated Academy	Toledo, OH	2002	6-9	160	Yes

The Leona Group

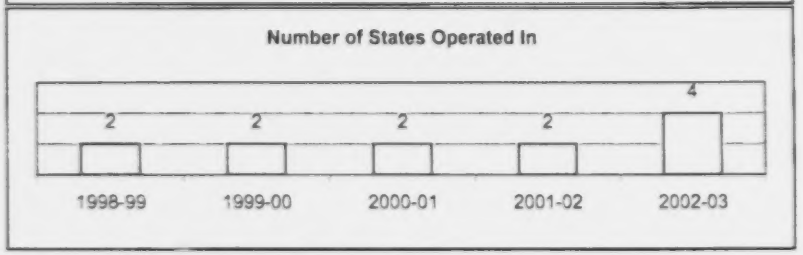
	2002-03
Elementary Schools	9
Elementary/Middle Schools	11
Middle Schools	1
Middle/High Schools	2
High Schools	13
Elementary/Middle/High Schools	1



	1998-99	1999-00	2000-01	2001-02	2002-03
Number of Schools	19	34	34	33	37



	1998-99	1999-00	2000-01	2001-02	2002-03
Number of States	2	2	2	2	4



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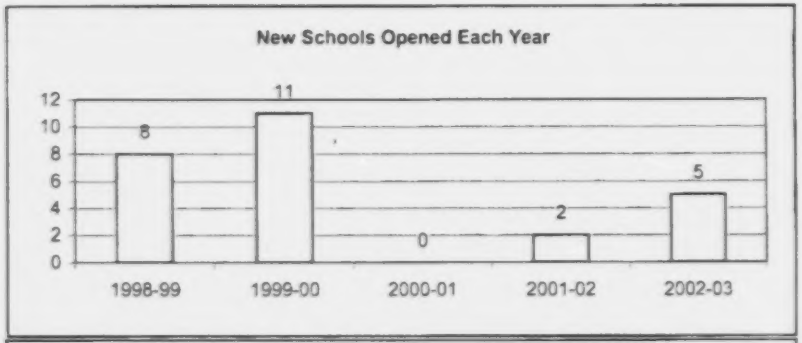
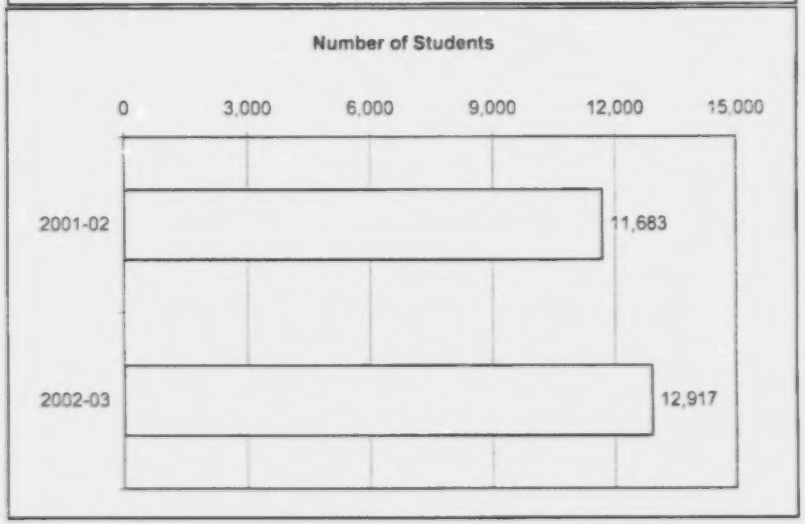
The Leona Group

	1998-99	1999-00	2000-01	2001-02	2002-03
New Schools Opened	8	11	0	2	5



	1998-99	1999-00	2000-01	2001-02	2002-03
Number of Students	Unknown	Unknown	Unknown	11,683	12,917



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For-Profit Education Management Organization Profiles
2002-2003 Directory
Companies operating 10 or more schools

Mosaica Schools

Address	Telephone	WWW Address	Year Founded	Privately Held/Publicly Traded	Profitability
61 Broadway Suite 2924 New York, NY 10006	Voice- 212-232-0305 Fax- 212-232-0309	www.mosaicaeducation.com	1997	Private	Unknown

NOTES:

- Information confirmed by Mosaica Schools via fax communication on 9 December 2002
- Information gathered from the Mosaica schools website at www.mosaicaeducation.com on 30 May, and 14 June 2002, the Michigan Association of Public School Academies website at http://www.charterschools.org/pages/schools.cfm on 30 May 2002, the Great Schools website at www.greatschools.net/modperl/browse_school on 8 October 2002, the Department of Education websites from the following states: AZ, CO, DE, GA, NC, NJ, PA, and the District of Columbia and updated with information from Mosaica Schools via fax communication on 9 December 2002
- Mosaica Schools refused to provide profitability information

Schools

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Phoenix Advantage Charter School	Phoenix, AZ	1997	K-8	947	Yes
Denver Arts & Technology Academy	Denver, CO	2000	K-7	301	Yes
Arts & Technology Academy	Washington, DC	1999	K-7	625	Yes
Howard Road Academy	Washington, DC	1999	K-6	527	Yes

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Marion T. Academy	Wilmington, DE	2000	K-8	568	Yes
Mosaica Academy of Saginaw	Saginaw, MI	1997	K-8	337	Yes
Kalamazoo Advantage Academy	Kalamazoo, MI	1998	K-8	457	Yes
George Washington Carver Academy	Highland Park, MI	1999	K-7	586	Yes
Capital Area Academy	Lansing, MI	1999	K-8	236	Yes
Center Academy	Flint, MI	1999	K-8	358	Yes
Grand Blanc Academy	Grand Blanc, MI	1999	K-8	495	Yes
Benton Harbor Charter School	Benton Harbor, MI	2000	K-7	448	Yes
Detroit Advantage Academy	Detroit, MI	2000	K-8	720	Yes
Pontiac Public School Academy	Pontiac, MI	2001	K-6	420	Yes
Bay County Public School Academy	Bay City, MI	2001	K-6	291	Yes
Our World Neighborhood Charter School	Astoria, NY	2002	K-5	379	Yes
Renaissance Advantage Charter School	Philadelphia, PA	1999	K-7	558	Yes
Ronald H. Brown Charter School	Harrisburg, PA	2000	K-8	458	Yes
Leadership Learning Partners Charter School	Philadelphia, PA	2000	K-7	577	Yes
Graystone Academy	South Coatesville, PA	2002	K-5	427	Yes

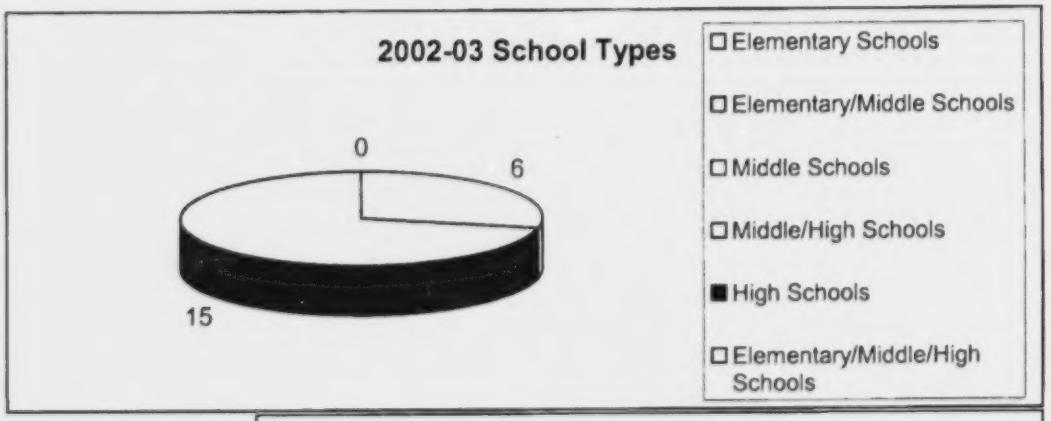
School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Fell Charter School	Simpson, PA	2002	K-5	92	Yes

Discontinued Schools - Mosaica Schools

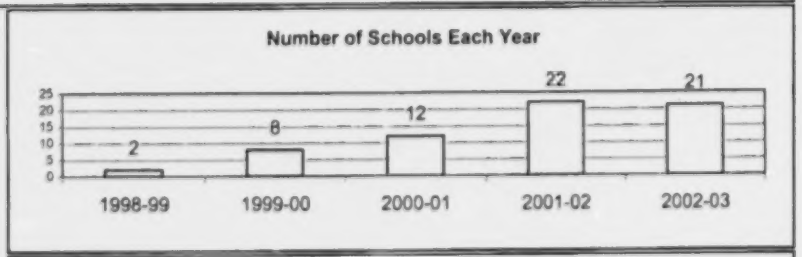
School Name	Location	Year	Reason Discontinued
Victory Charter School	East Point, GA	2002	Unknown- Fax communication with Mosaica Schools on 9 December 2002
Sugar Creek Charter School	Charlotte, NC	2002	Unknown- Fax communication with Mosaica Schools on 9 December 2002
Liberty Academy Charter School	Jersey City, NJ	2002	Unknown- Fax communication with Mosaica Schools on 9 December 2002
New Horizons Community Charter School	Newark, NJ	2002	Unknown- Fax communication with Mosaica Schools on 9 December 2002

Mosaica Schools

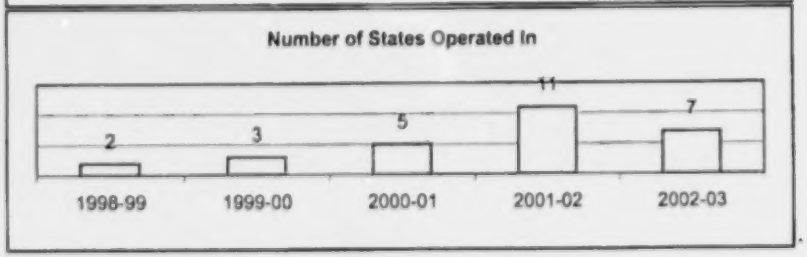
	2002-03
Elementary Schools	6
Elementary/Middle Schools	15
Middle Schools	0
Middle/High Schools	0
High Schools	0
Elementary/Middle/High Schools	0



	1998-99	1999-00	2000-01	2001-02	2002-03
Number of Schools	2	8	12	22	21



	1998-99	1999-00	2000-01	2001-02	2002-03
Number of States	2	3	5	11	7



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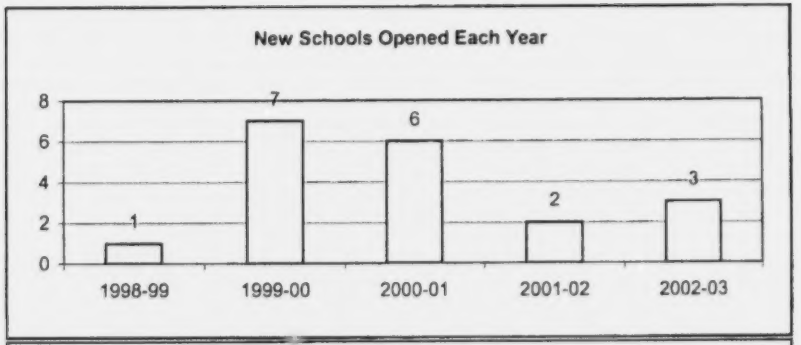
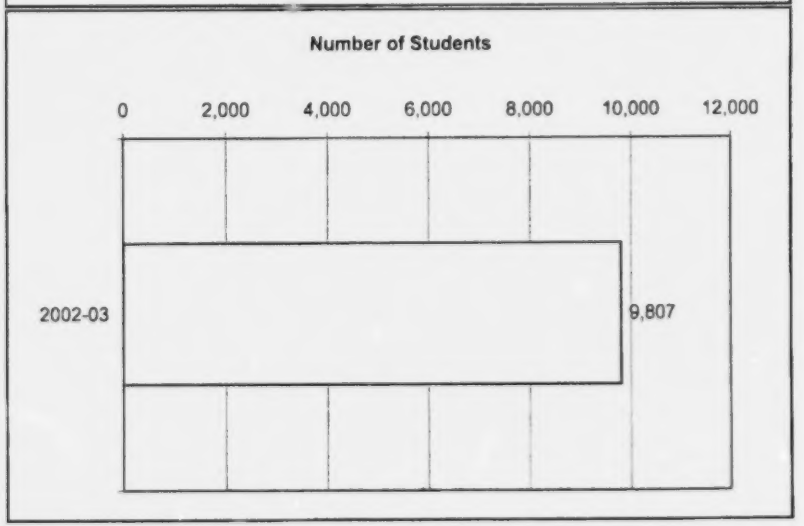
Mosaica Schools

	1998-99	1999-00	2000-01	2001-02	2002-03
New Schools Opened	1	7	6	2	3



	1998-99	1999-00	2000-01	2001-02	2002-03
Number of Students	Unknown	Unknown	Unknown	Unknown	9,807



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For-Profit Education Management Organization Profiles
2002-2003 Directory
Companies operating 10 or more schools

National Heritage Academies

Address	Telephone	WWW Address	Year Founded	Privately Held/Publicly Traded	Profitability
989 Spaulding Ave. SE Grand Rapids, MI 49546	Voice- 1-800-699-9235	www.heritageacademies.com	1995	Private	Profitable

NOTES:

- Information confirmed by Kellie Hoemer of National Heritage Academies via fax communication on 16 September 2002 and via phone communication on 4 November 2002.
- Information gathered from Michigan Association of Public School Academies website at http://www.charterschools.org/pages/schools.cfm on 29 May 2002 and updated with information from Kellie Hoemer of National Heritage Academies via fax communication on 16 September 2002, and via phone communication on 4 November 2002.

Schools

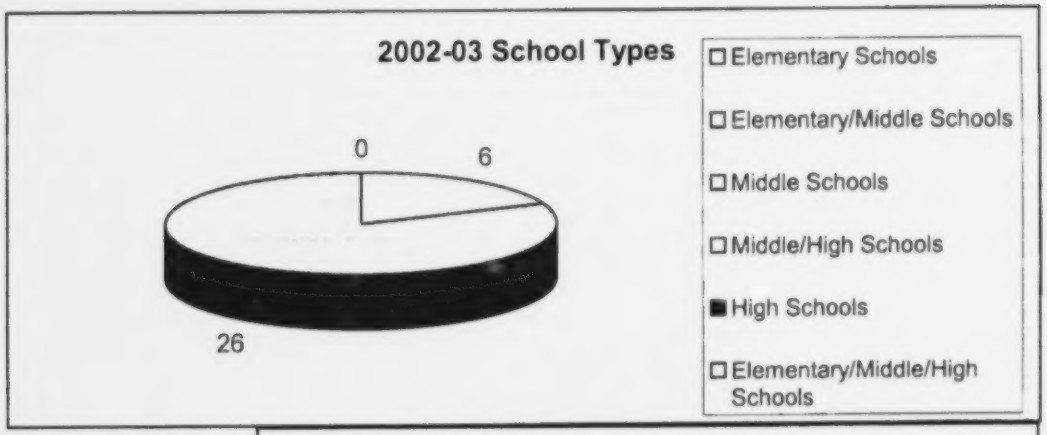
School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Excel Charter Academy	Grand Rapids, MI	1995	K-8	655	Yes
Vanderbilt Charter Academy	Holland, MI	1996	K-8	392	Yes
Vanguard Charter Academy	Wyoming, MI	1996	K-8	593	Yes
Vista Charter Academy	Grand Rapids, MI	1996	K-8	491	Yes
Knapp Charter Academy	Grand Rapids, MI	1997	K-8	646	Yes

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Walker Charter Academy	Walker, MI	1997	K-8	617	Yes
Cross Creek Charter Academy	Byron Center, MI	1997	K-8	550	Yes
Eagle Crest Charter Academy	Holland, MI	1997	K-8	544	Yes
Endeavor Charter Academy	Springfield, MI	1998	K-8	626	Yes
Paramount Charter Academy	Kalamazoo, MI	1998	K-8	523	Yes
Paragon Charter Academy	Jackson, MI	1998	K-8	555	Yes
Ridge Park Charter Academy	Kentwood, MI	1998	K-8	488	Yes
Timberland Charter Academy	Muskegon, MI	1998	K-7	492	Yes
South Arbor Charter Academy	Ypsilanti, MI	1999	K-8	653	Yes
Walton Charter Academy	Pontiac, MI	1999	K-8	676	Yes
Burton Glen Charter Academy	Burton, MI	1999	K-8	600	Yes
Linden Charter Academy	Flint, MI	1999	K-8	704	Yes
Windemere Park Charter Academy	Lansing, MI	1999	K-8	601	Yes
Chandler Woods Charter Academy	Belmont, MI	1999	K-8	514	Yes
North Saginaw Charter Academy	Saginaw, MI	1999	K-8	550	Yes
Canton Charter Academy	Canton, MI	2000	K-7	608	Yes

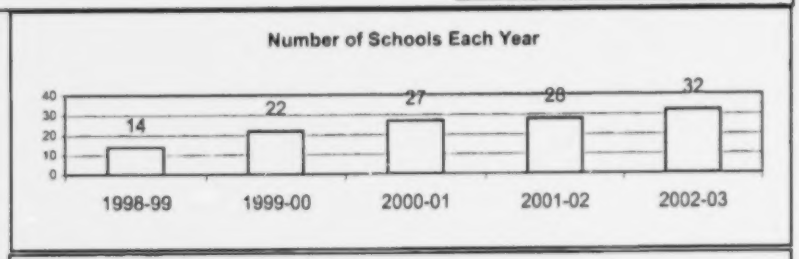
School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Metro Charter Academy	Romulus, MI	2000	K-7	575	Yes
Warrendale Charter Academy	Detroit, MI	2001	K-6	455	Yes
Detroit Merit Charter Academy	Detroit, MI	2002	K-5	297	Yes
Forsyth Academies	Winston-Salem, NC	1999	K-8	596	Yes
Greensboro Academy	Greensboro, NC	1999	K-8	712	Yes
Research Triangle Charter Academy	Durham, NC	2000	K-7	472	Yes
PreEminent Charter School	Raleigh, NC	2000	K-5	164	Yes
Queen's Grant Community School	Charlotte, NC	2002	K-5	469	Yes
Rochester Leadership Academy Charter School	Rochester, NY	2000	K-8	419	Yes
Southside Charter School	Syracuse, NY	2002	K-5	141	Yes
North Dayton School of Discovery	Dayton, OH	2002	K-5	336	Yes

National Heritage Academies

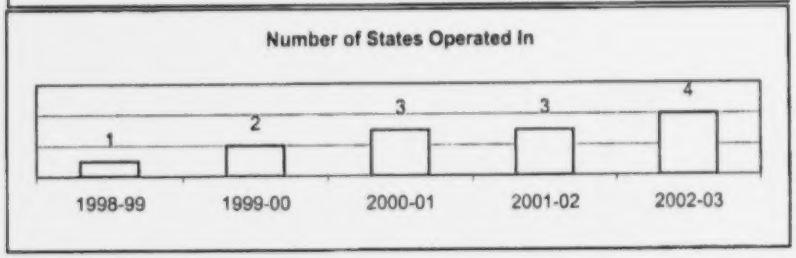
	2002-03
Elementary Schools	6
Elementary/Middle Schools	26
Middle Schools	0
Middle/High Schools	0
High Schools	0
Elementary/Middle/High Schools	0



	1998-99	1999-00	2000-01	2001-02	2002-03
Number of Schools	14	22	27	28	32



	1998-99	1999-00	2000-01	2001-02	2002-03
Number of States	1	2	3	3	4



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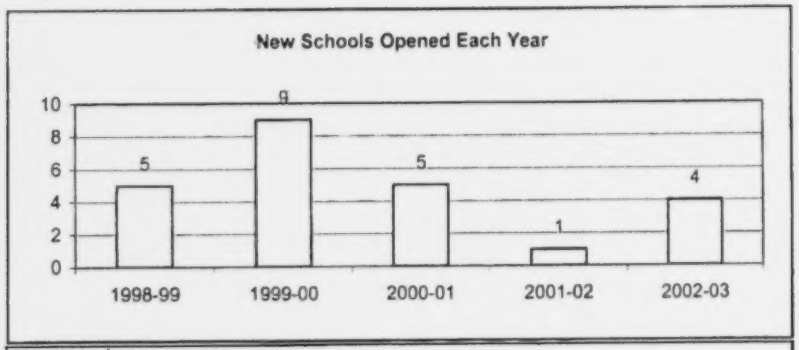
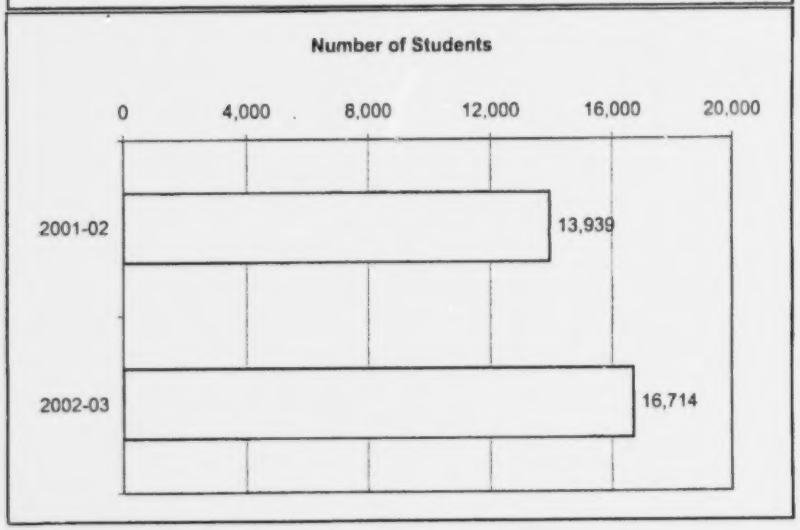
National Heritage Academies

	1998-99	1999-00	2000-01	2001-02	2002-03
New Schools Opened	5	9	5	1	4



	1998-99	1999-00	2000-01	2001-02	2002-03
Number of Students	NA	NA	NA	13,939	16,714



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For-Profit Education Management Organization Profiles
2002-2003 Directory
Companies operating 10 or more schools

Sequoia Charter Schools

Address	Telephone	WWW Address	Year Founded	Privately Held/Publicly Traded	Profitability
1460 S. Horne Mesa, AZ 85204	Voice- 480-649-7737 Fax- 480-649-0747	www.sequoia.net	1996	Private	Unknown

NOTES:

- Information confirmed by Pat Greer of Sequoia Schools via fax communication on 12 December 2002.
- Information gathered from the Arizona Deparment of Education website at http://www.ade.state.az.us/charterschools/search/SiteList.asp on 11 June and 12-13 September 2002 , the Great Schools website at www.greatschools.net/modperl/browse_school on 12 September 2002, the US Securities and Exchange Commission website at http://www.sec.gov/edgar/searchedgar/companysearch.html on 25 October 2002, and updated with information from Pat Greer of Sequoia Schools via fax communication on 12 December 2002
- Sequoia Schools refused to provide profitability information.

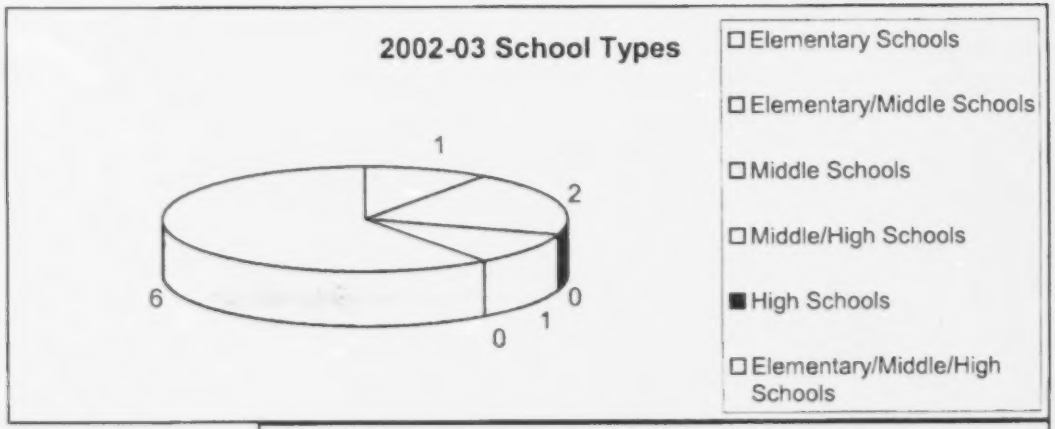
Schools

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Sequoia Charter School	Mesa, AZ	1996	7-12	370	Yes
Sequoia Choice Distance Learning School (virtual school)	Mesa, AZ	1998	K-12	160	Yes
Learning Crossroads Basic Academy	Tempe, AZ	1999	K-9	128	Yes
Sequoia Village School	Show Low, AZ	1999	K-12	139	Yes

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Sequoia School for the Deaf and Hard of Hearing	Mesa, AZ	2000	K-12	30	Yes
Redwood Elementary School	Peoria, AZ	2000	K-8	140	Yes
Sequoia Charter Elementary School	Mesa, AZ	2001	K-6	390	Yes
Mountainaire Academy	St. Johns, AZ	2002	K-12	50	Yes
Pathfinder Academy	Mesa, AZ	2002	K-12	70	Yes
Sequoia Ranch	Mayer, AZ	2002	K-12	45	Yes

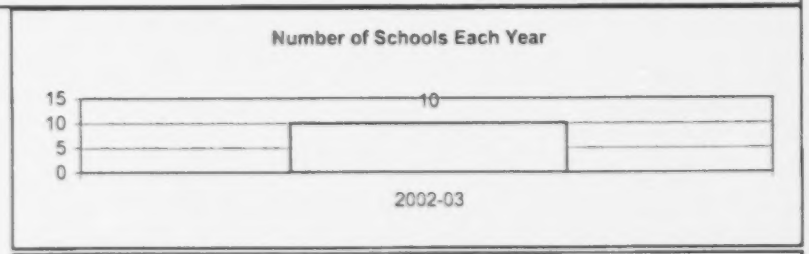
Sequoia Charter Schools

	2002-03
Elementary Schools	1
Elementary/Middle Schools	2
Middle Schools	0
Middle/High Schools	1
High Schools	0
Elementary/Middle/High Schools	6



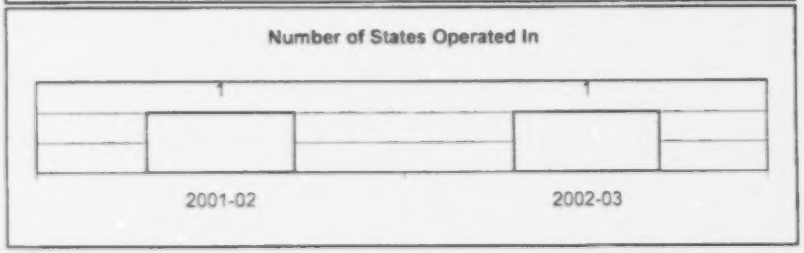
	1998-99	1999-00	2000-01	2001-02	2002-03
Number of Schools	U	U	U	U	10

"U" here indicates Unknown



	1998-99	1999-00	2000-01	2001-02	2002-03
Number of States	U	U	U	1	1

"U" here indicates Unknown



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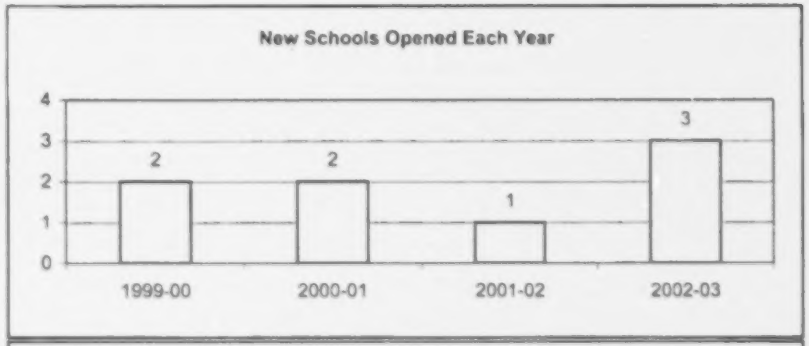
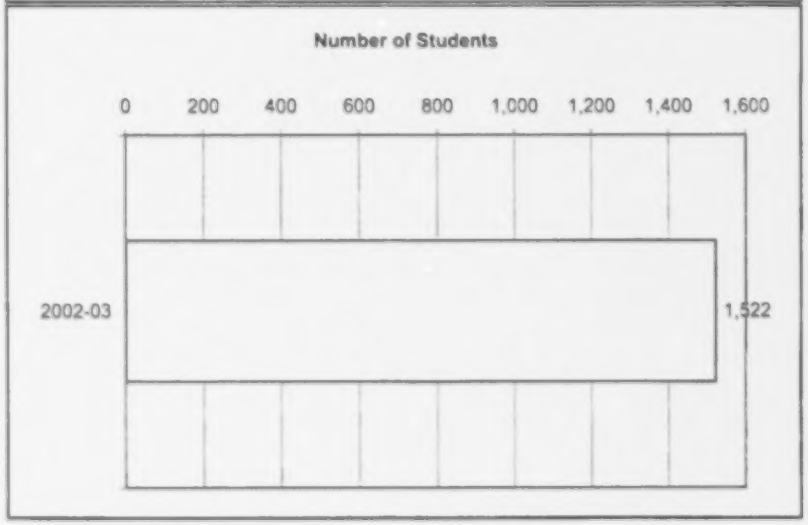
Sequoia Charter Schools

	1998-99	1999-00	2000-01	2001-02	2002-03
New Schools Opened	1	2	2	1	3



	1998-99	1999-00	2000-01	2001-02	2002-03
Number of Students	Unknown	Unknown	Unknown	Unknown	1,522



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For-Profit Education Management Organization Profiles
2002-2003 Directory
Companies operating 10 or more schools

Victory Schools, Inc.

Address	Telephone	WWW Address	Year Founded	Privately Held/Publicly Traded	Profitability
720 Fifth Avenue 3rd Floor New York, NY 10019	Voice- 212-720-0310 Fax- 212-582-1816	www.victoryschools.com	1999	Private	Profitable

NOTES:

- Information confirmed by Kim Delise of Victory Charter Schools via e-mail communication on 6 November 2002
- Information gathered from the New York Charter Schools directory website at www.emsc.nysed.gov/rscs/charter/charterschoolsdirectory.html on 4 June 2002, the Baltimore City Public School System website at http://www.bcps.k12.md.us/ on 4 June 2002, the Victory Schools website at www.victoryschools.com on 31 June 2002, the Great Schools website at www.greatschools.net/modperl/browse_school on 22 October 2002, and updated with information from Kim Delise of Victory Charter Schools via e-mail communication on 6 November 2002

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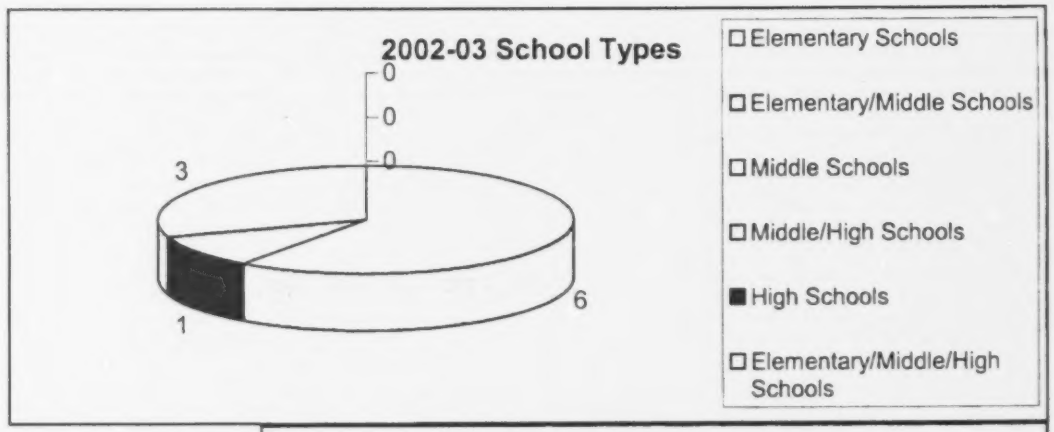
Schools

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Westport Academy Elementary/Middle School	Baltimore, MD	2001	Pre-K-8	600	No
Sisulu Children's Charter School	New York, NY	1999	2-5	300	Yes
Merrick Academy	Queens Village, NY	2000	K-4	350	Yes
Roosevelt Chidren's Academy	Roosevelt, NY	2000	K-4	250	Yes
George W. Pepper Middle School	Philadelphia, PA	2002	6-8	1,093	No

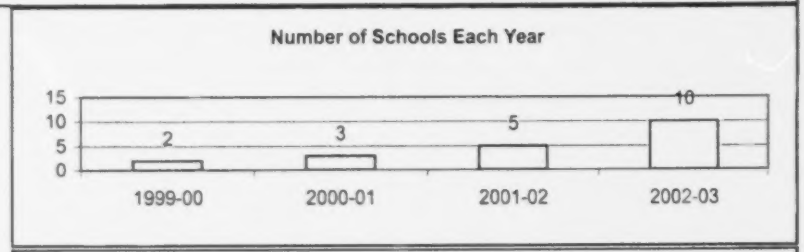
School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Mary McLeod Bethune Elementary	Philadelphia, PA	2002	Pre, K-5	758	No
FitzSimon's Young Men's Leadership Academy	Philadelphia, PA	2002	6-8	317	No
FitzSimon's Young Women's Leadership Academy	Philadelphia, PA	2002	6-8	309	No
Anna B. Pratt Elementary	Philadelphia, PA	2002	K-5	399	No
Richard Wright Elementary	Philadelphia, PA	2002	K-5	340	No

Victory Schools, Inc.

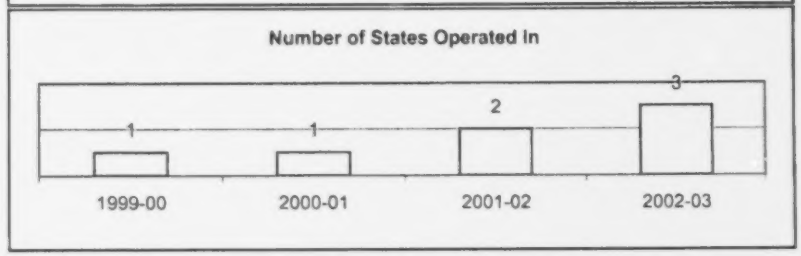
	2002-03
Elementary Schools	6
Elementary/Middle Schools	1
Middle Schools	3
Middle/High Schools	0
High Schools	0
Elementary/Middle/High Schools	0



	1998-99	1999-00	2000-01	2001-02	2002-03
Number of Schools	NA	2	3	5	10



	1998-99	1999-00	2000-01	2001-02	2002-03
Number of States	NA	1	1	2	3



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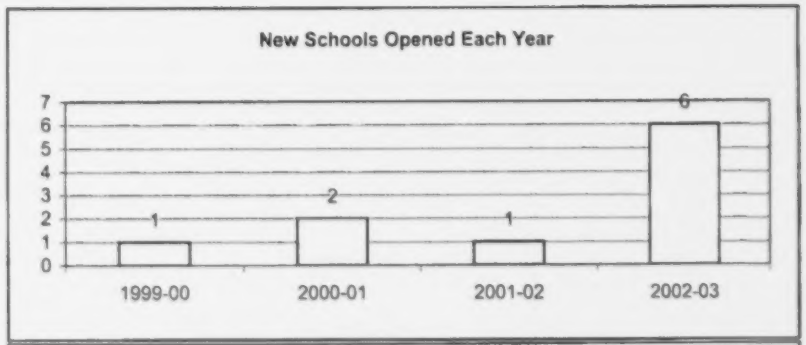
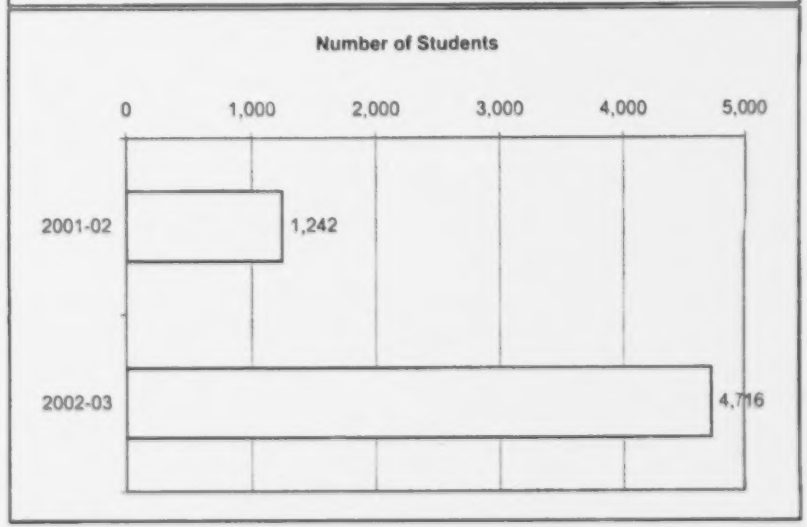
Victory Schools, Inc.

	1998-99	1999-00	2000-01	2001-02	2002-03
New Schools Opened	NA	1	2	1	6



	1998-99	1999-00	2000-01	2001-02	2002-03
Number of Students	NA	NA	NA	1,242	4,716



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For-Profit Education Management Organization Profiles
2002-2003 Directory
Companies operating 10 or more schools

White Hat Management

Address	Telephone	WWW Address	Year Founded	Privately Held/Publicly Traded	Profitability
159 South Main Street Akron, OH 44308	Voice- 330-535-6868 or 1-800-525-7967 Fax- 330-535-7022	www.whitehatmgmt.com	1998	Private	Unknown

NOTES:

- Information confirmed by Paul Freeman of White Hat Management via fax communication on 4 October 2002.
- Information gathered from White Hat Management Website at http://www.whitehatmgmt.com on 30-31 May, and 8 October 2002, and Ohio Department of Education website at www.ode.state.oh.us/community_schools/community_school_directory/default.asp on 31 May, and 11 October 2002 and updated with information from Paul Freeman of White Hat Management via fax communication with on 4 October 2002.
- White Hat Management refused to provide profitability information.

Schools

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Life Skills Center of Arizona	Phoenix, AZ	2002	9-12	180	Yes
Hope Academy-Brown Street	Akron, OH	1998	K-8	262	Yes
Hope Academy-University	Akron, OH	1998	K-8	191	Yes
Hope Academy-Cathedral	Cleveland, OH	1998	K-8	374	Yes

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Hope Academy-Chapelside	Cleveland, OH	1998	K-8	436	Yes
Life Skills Center of Cincinnati	Cincinnati, OH	1999	9-12	357	Yes
Hope Academy-Broadway	Cleveland, OH	1999	K-8	410	Yes
Life Skills Center of Akron	Akron, OH	1999	9-12	573	Yes
Riverside Academy	Cincinnati, OH	1999	K-8	324	Yes
Hope Academy-Lincoln Park	Cleveland, OH	1999	K-8	183	Yes
Life Skills Center of Youngstown	Youngstown, OH	1999	9-12	234	Yes
Life Skills Center of Cleveland	Cleveland, OH	1999	9-12	612	Yes
Life Skills Center of Trumbull County	Warren, OH	2000	9-12	308	Yes
Hope Academy-West Campus	Cleveland, OH	2001	K-8	239	Yes
Life Skills Center of Clark County	Springfield, OH	2001	9-12	227	Yes
Life Skills Center of Butler County	Middletown, OH	2001	9-12	298	Yes
ODELHA Academy (Virtual School)	Ohio	Unknown	K-12	Unknown	Yes
Life Skills Center-Canton	Canton, OH	2002	9-12	176	Yes
Life Skills Center-Southwestern Columbus	Grove City, OH	2002	9-12	Unknown	Yes
Life Skills Center-Southeastern Columbus	Columbus, OH	2002	9-12	Unknown	Yes

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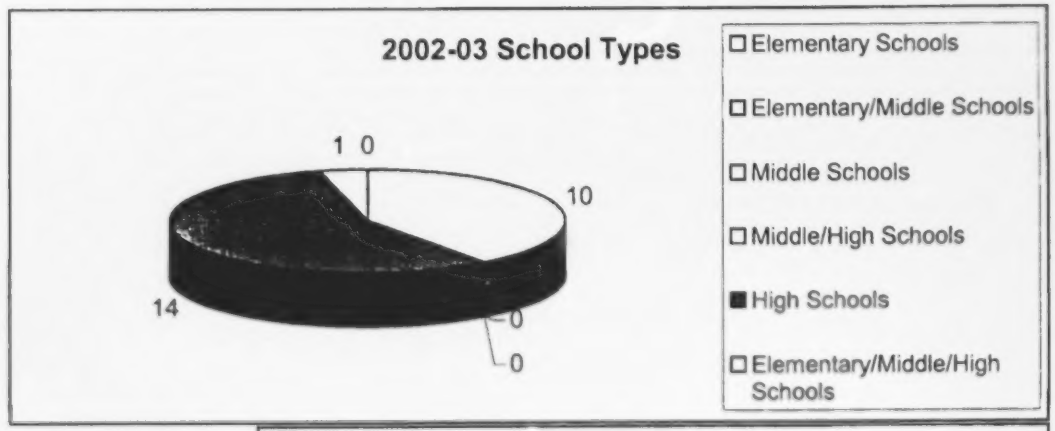
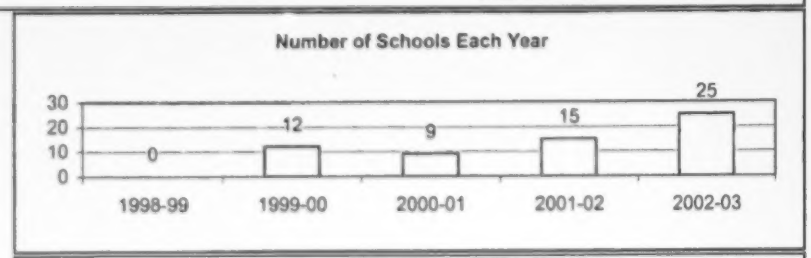
School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Life Skills Center-Northern Columbus	Columbus, OH	2002	9-12	Unknown	Yes
Hope Academy Canton	Canton, OH	2002	K-8	281	Yes
Hope Academy North Coast	Cleveland, OH	2002	K-8	295	Yes
Life Skills Center-Toledo	Toledo, OH	Unknown	9-12	Unknown	Yes
Life Skills Center- Elyria	Elyria, OH	Unknown	9-12	189	Yes

White Hat Management

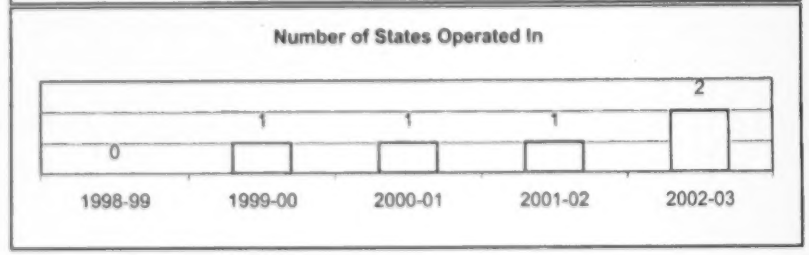
	2002-03
Elementary Schools	0
Elementary/Middle Schools	10
Middle Schools	0
Middle/High Schools	0
High Schools	14
Elementary/Middle/High Schools	1



	1998-99	1999-00	2000-01	2001-02	2002-03
Number of Schools	NA	12	9	15	25



	1998-99	1999-00	2000-01	2001-02	2002-03
Number of States	NA	1	1	1	2



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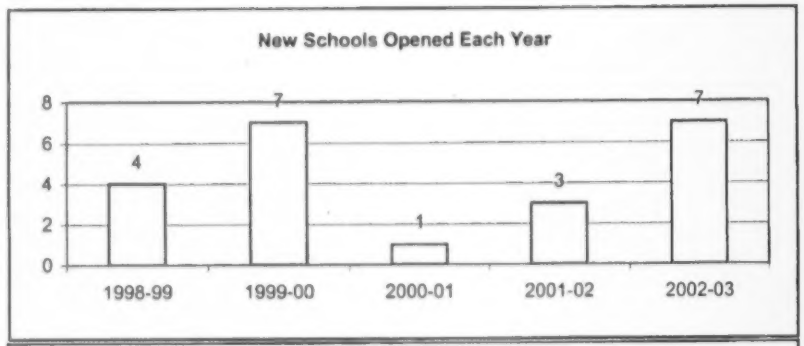
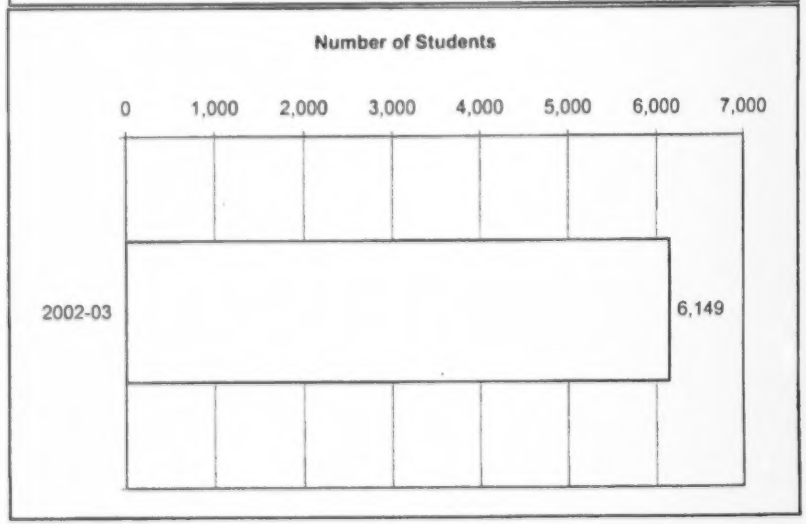
White Hat Management

	1998-99	1999-00	2000-01	2001-02	2002-03
New Schools Opened	4	7	1	3	7



	1998-99	1999-00	2000-01	2001-02	2002-03
Number of Students	Unknown	Unknown	Unknown	Unknown	6,149

6,149 Includes students in 20 of 25 schools



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For-Profit Education Management Organization Profiles
2002-2003 Directory
Companies operating 4-9 schools

Designs for Learning, Inc.

Address	Telephone	WWW Address	Year Founded	Privately Held/Publicly Traded	Profitability
1021 Bandana Blvd. East Suite 214 St. Paul, MN 55108	Voice- 651-645-0200 Fax- 651-645-0240	www.designlearn.net	1987	Private	Profitable

NOTES:

- Information confirmed by Andrew Adelmann of Designs for Learning via e-mail communication on 1 November 2002.
- Information gathered from the Designs for Learning Inc. website at www.designleam.net on 31 May 2002, the Minnesota Department of Education website at www.educ.state.mn.us/cfldirectory/report_c11.cgi on 31 May 2002, the Minnesota department of Children, Families and Learning website at http://cfl.state.mn.us/charter/schooldetail on 31 July 2002, the Minnesota Association of Charter Schools website at http://www.mncharterschools.org/csp.html on 31 July 2002, the Great Schools website at www.greatschools.net/modperl/browse_school on 22 October 2002, and updated with information from Andrew Adelmann of Designs for Learning, Inc. via e-mail communication on 1 November 2002.
- Minnesota Technology High School was renamed as Jennings Expenential High School.

Schools

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
The Museum School of San Diego	San Diego, CA	1996	3-5	47	Yes
St. Paul Family Learning Center	St. Paul, MN	1996	K-6	100	Yes
Jennings Experiential High School	St. Paul, MN	1998	9-12	95	Yes
High School for Recording Arts	St. Paul, MN	1998	9-12	150	Yes

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Concordia Creative Learning Academy	St. Paul, MN	1998	K-6	110	Yes
Chiron Middle School	Minneapolis, MN	2002	6-8	160	Yes

Discontinued Schools - Designs For Learning

School Name	Location	Year	Reason Discontinued
Twin Cities International Elementary School	Minneapolis, MN	2002	Unknown-E-Mail Communication from Designs For Learning, 1 November 2002
Minnesota International Middle School	Minneapolis, MN	2002	Unknown-E-Mail Communication from Designs For Learning, 1 November 2002

For-Profit Education Management Organization Profiles
2002-2003 Directory
Companies operating 4-9 schools

Excel Education Centers, Inc.

Address	Telephone	WWW Address	Year Founded	Privately Held/Publicly Traded	Profitability
1040 Whipple Street, Ste 324 Prescott, AZ 86305	Voice-928-778-5764 Fax- 928-445-2989	www.exceleducationcenters.org	1995	Private	Unknown

NOTES:

- Information confirmed by Lois Schmittinger of Excel Education Centers, Inc via e-mail communication on 25 September 2002
- Information gathered from Arizona Department of Education website at www.ade.state.az.us/charterschools/search/SiteList.asp on 31 May and 27 June 2002, the Excel Education Centers, Inc. website at www.excel.apscc.k12.az.us on 31 May and 27 June 2002 and updated with information from Lois Schmittinger of Excel Education Centers via e-mail communication on 25 September 2002
- Excel Education Centers, Inc. refused to provide profitability information.

Schools

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Excel Education Center-Prescott	Prescott, AZ	1995	6-12	160	Yes
Excel Education Center-Cottonwood	Cottonwood, AZ	1995	9-12	100	Yes
Excel Education Center-Flagstaff	Flagstaff, AZ	1996	6-12	220	Yes
Excel Education Center-Prescott Valley	Prescott Valley, AZ	1996	6-12	220	Yes

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Excel Education Center-San Carlos	San Carlos, AZ	1996	6-12	120	Yes
Excel Education Center-Chino Valley	Chino Valley, AZ	1999	6-12	100	Yes
Excel Education Center-Fort Mohave	Fort Mohave, AZ	2001	9-12	100	Yes

For-Profit Education Management Organization Profiles
2002-2003 Directory
Companies operating 4-9 schools

Helicon Associates

Address	Telephone	WWW Address	Year Founded	Privately Held/Publicly Traded	Profitability
P.O.Box 1014 Flat Rock, MI 48134	Voice- 734-675-5505 Fax- 734-675-6553	None	1993	Private	Unknown

NOTES:

- Information confirmed by Lois Schmittinger of Excel Education Centers, Inc via e-mail communication on 25 September 2002.
- Information gathered from Arizona Department of Education website at www.ade.state.az.us/charterschools/search/SiteList.asp on 31 May and 27 June 2002, the Excel Education Centers, Inc. website at www.excel.apscc.k12.az.us on 31 May and 27 June 2002 and updated with information from Lois Schmittinger of Excel Education Centers via e-mail communication on 25 September 2002.
- Excel Education Centers, Inc. refused to provide profitability information.

Schools

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Pansophia Academy	Coldwater, MI	1995	K-12	214	Yes
Thomas Gist Academy	Inkster, MI	1995	K-8	402	Yes
Michigan Automotive Academy	Romulus, MI	1995	K-12	718	Yes
Summit Academy	Flat Rock, MI	1996	K-12	456	Yes

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Sauk Trail Academy	Hillsdale, MI	1997	K-8	107	Yes
New Bedford Academy	Lambertville, MI	1998	K-8	161	Yes
Summit Academy North	Romulus, MI	1998	K-12	1,102	Yes
Will Carleton Public School Academy	Hillsdale, MI	1998	K-10	211	Yes
Marshall Academy	Marshall, MI	2000	K-8	292	Yes

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For-Profit Education Management Organization Profiles
2002-2003 Directory
Companies operating 4-9 schools

Ideabanc, Inc.

Address	Telephone	WWW Address	Year Founded	Privately Held/Publicly Traded	Profitability
2950 E. Third St. Tucson, AZ 85716	Voice- 520-326-0976 Fax- 520-326-7452	www.amerischools.org	1998	Private	Profitable

NOTES:

•Information confirmed by Carol Towner of Ideabanc, Inc. via fax communication on 29 October 2002.

•Information gathered from Arizona Department of Education at http://www.ade.state.az.us/charterschools/search/SiteList.asp on 3 June 2002, the Great Schools website at www.greatschools.net/modperl/browse_school on 15 October 2002 and updated with information from Carol Towner of Ideabanc, Inc via fax communication on 19 September and 29 October 2002.

Schools

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
AmeriSchools Academy	Phoenix, AZ	1998	K-8	267	Yes
AmeriSchools College Preparatory Academy	Tucson, AZ	1998	9-12	93	Yes
AmeriSchools Academy	Yuma, AZ	1999	K-8	189	Yes
AmeriSchools Middle Academy	Tucson, AZ	2000	6-8	81	Yes

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
AmeriSchools Children's Academy	Tucson, AZ	2002	K-6	186	Yes
AmeriSchools Children's Academy	Phoenix, AZ	2002	K-6	202	Yes

For-Profit Education Management Organization Profiles
2002-2003 Directory
Companies operating 4-9 schools

Nobel Learning Communities, Inc.

Address	Telephone	WWW Address	Year Founded	Privately Held/Publicly Traded	Profitability
1615 West Chester Pike West Chester, PA 19382	Voice- 484-947-2000 Fax- 484-947-2003	www.nobellearning.com	1984	Public	Profitable

NOTES:

- Attempts were made to confirm this information via fax communication with company representatives on 12 September, 29 October, and 3 December 2002. Nobel Learning Communities, Inc did not respond to these multiple requests.
- Information gathered from the Nobel Learning Communities website at www.nobellearning.com on 3, 21, and 25 June 2002, the Pennsylvania Department of Education website at www.pde.state.pa.us/charter_schools/lib/charter_schools on 3 June 2002, the Great Schools website at www.greatschools.net/modpert/browse_school on 22 October 2002, as well as the US Security and Exchange Commission website at www.sec.gov/Archives/edgar/data/721237/000102140802007171/d10q.txt on 21 June 2002.

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Schools

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Fletcher Heights Elementary School	Peoria, AZ	1999	K-8	405	Yes
Desert Heights Elementary School	Glendale, AZ	1999	K-8	301	Yes
Philadelphia Academy Charter School	Philadelphia, PA	1999	K-8	657	Yes
Franklin Towne Charter School	Philadelphia, PA	2000	9-12	685	Yes
People for People Charter School	Philadelphia, PA	2001	K-5	360	Yes

For-Profit Education Management Organization Profiles
2002-2003 Directory
Companies operating 4-9 schools

Ombudsman Educational Services, Ltd.

Address	Telephone	WWW Address	Year Founded	Privately Held/Publicly Traded	Profitability
1585 N. Milwaukee Liberty, IL 60048	Voice- 847-367-6383 Fax- 847-367-0367	www.ombudsman.com	1975	Private	Unknown

NOTES:

- Information confirmed by Ombudsman Education Services, Ltd. via fax communication on 30 October 2002.
- Information gathered from Arizona Department of Education website at http://www.ade.state.az.us/charterschools/search/SiteList.asp on 3 June 2002, the Great Schools website at www.greatschools.net/modperl/browse_school on 1 October 2002 and updated with information from Ombudsman Education Services, Ltd via fax communication on 12 September and 30 October 2002.
- Ombudsman Educational Services, Ltd. refused to provide profitability information.

Schools

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Ombudsman Learning Center- East	Phoenix, AZ	1996	7-12	73	Yes
Ombudsman Learning Center- West	Glendale, AZ	1998	6-12	80	Yes
Ombudsman Learning Center- Metro	Phoenix, AZ	1999	6-12	78	Yes
Ombudsman Learning Center- Northeast	Phoenix, AZ	2000	6-12	92	Yes

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Ombudsman Learning Center- Northwest	Peoria, AZ	2002	6-12	76	Yes

For-Profit Education Management Organization Profiles
2002-2003 Directory
Companies operating 4-9 schools

Pinnacle Education, Inc.

Address	Telephone	WWW Address	Year Founded	Privately Held/Publicly Traded	Profitability
4700 S. McClintock Dr. Suite.140 Tempe, AZ 85282	Voice- 480-755-8222 Fax- 480-755-8111	www.pin-ed.com	2000	Private	Unknown

NOTES:

- Information confirmed by Ombudsman Education Services, Ltd. via fax communication on 30 October 2002.
- Information gathered from Arizona Department of Education website at http://www.ade.state.az.us/charterschools/search/SiteList.asp on 3 June 2002, the Great Schools website at www.greatschools.net/modperl/browse_school on 1 October 2002 and updated with information from Ombudsman Education Services, Ltd via fax communication on 12 September and 30 October 2002.
- Ombudsman Educational Services, Ltd. refused to provide profitability information.

Schools

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Westmark High School	Chandler, AZ	2001	9-12	95	Yes
Westmark High School-Chandler Blvd.	Chandler, AZ	2001	9-12	120	Yes
Kino Academy	Nogales, AZ	2001	9-12	145	Yes
Day Star Academy	Phoenix, AZ	2001	K-8	175	Yes

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Freedom Academy	Phoenix, AZ	2001	K-8	144	Yes

For-Profit Education Management Organization Profiles
2002-2003 Directory
Companies operating 4-9 schools

SABIS Educational Systems, Inc.

Address	Telephone	WWW Address	Year Founded	Privately Held/Publicly Traded	Profitability
6385 Beach Rd. Eden Prairie, MN 55344	Voice- 952-918-1850 Fax- 952-918-1851	www.sabis.net	1886	Private	Profitable

NOTES:

•Information confirmed by Udo Schulz of SABIS Educational Systems, Inc. via e-mail communication on 29 October 2002.

•Information gathered from the SABIS website at www.sabis.net on 3-4, and 20 June 2002, the Michigan Association of Public School Academies website at www.charterschools.org/schools on 3 June 2002, as well as the Department of Education websites for the following states: AZ, OH, MA, and NC on 3-4, and 20 June 2002 and updated with information from Udo Schulz of SABIS Educational Systems, Inc via fax communication on 23 October 2002.

Schools

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
SABIS International School	Phoenix, AZ	2001	K-9	715	Yes
SABIS Charter School of New Orleans	New Orleans, LA	2002	K-5	300	Yes
SABIS International Charter School	Springfield, MA	1995	K-12	1,314	Yes
SABIS Foxborough Regional Charter School	Foxborough, MA	1998	K-12	740	Yes
International Academy of Flint	Flint, MI	1999	K-11	600	Yes

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Guilford-SABIS Charter School	Greensboro, NC	2001	K-9	375	Yes
The International Charter School of Schenectady	Schenectady, NY	2002	K-4	300	Yes

For-Profit Education Management Organization Profiles
2002-2003 Directory
Companies operating fewer than 4 schools

Accelerated Learning Center	
Address	5245 N. Camino de Oeste Tucson, AZ 85745
Telephone	Voice- 520-743-1113 Fax- 520-743-1114
WWW Address	None
Year Founded	1998
Publicly/Privately Held	Private
Profitability	Unknown

School Name	Location	Year Founded	Levels Served	Number of Students	Charter School
Accelerated Learning Laboratory	Tucson, AZ	1998	K-8	270	Yes

NOTES:
- Attempts were made to confirm this information via fax communication with company representatives on 19 September, 29 October, and 3 December 2002. Accelerated Learning Center did not respond to these multiple requests
- Information gathered from the Arizona Department of Education website at http://www.ade.state.az.us/charterschools/search/SiteList.asp on 10 September 2002, the US Security and Exchange Commission website at http://www.sec.gov/edgar/searchedgar/companysearch.html on 24 October 2002, as well as the Great Schools website at www.greatschools.net/modperl/browse_school/az/512 on 10 September 2002

Allen-Cochran Enterprises	
Address	1700 East Elliot, 9 Tempe, AZ 85284
Telephone	Voice- 480-632-1940 Fax- 480-632-1398
WWW Address	None
Year Founded	1997
Publicly/Privately Held	Private
Profitability	Profitable

School Name	Location	Year Founded	Levels Served	Number of Students	Charter School
Center for Educational Excellence	Tempe, AZ	1997	K-8	280	Yes

NOTES:
- Information confirmed by Allen-Cochran Enterprises via fax communication on 29 October 2002
- Information gathered from the Arizona Department of Education website at http://www.ade.state.az.us/charterschools/search/SiteList.asp on 5 June, the US Security and Exchange Commission website at http://www.sec.gov/edgar/searchedgar/companysearch.html on 24 October 2002, the Great Schools website at www.greatschools.net/modperl/browse_school/az/512 on 24 October 2002, and updated with information from Allen-Cochran Enterprises via fax communication on 29 October 2002
- Allen-Cochran Enterprises refused to provide profitability information

For-Profit Education Management Organization Profiles
2002-2003 Directory
Companies operating fewer than 4 schools

American Basic Schools, LLC	
Address	131 E. Southern Ave. Mesa, AZ 85210
Telephone	Voice- 480-964-4602 Fax- 480-655-7870
WWW Address	None
Year Founded	1999
Publicly/Privately Held	Private
Profitability	Profitable

School Name	Location	Year Founded	Levels Served	Number of Students	Charter School
Burke Basic School	Mesa, AZ	1999	K-8	570	Yes

NOTES:
- Information confirmed by Glen Gaddy of American Basic Schools, LLC via telephone communication on 1 October 2002 and via fax communication on 29 October 2002.
- Information gathered from Arizona Department of Education website at http://www.ade.state.az.us/charterschools/search/SiteList.asp, the Great Schools website at www.greatschools.net/modpert/browse_school/az/472 on 10 September 2002, the US Security and Exchange Commission website at http://www.sec.gov/edgar/searchedgar/companysearch.html on 24 October 2002 and updated with information from Glen Gaddy of American Basic Schools, LLC via fax communication 24 September and 29 October 2002.

APEX Education Systems, Inc.	
Address	1313 N. 2nd St #17 Phoenix, AZ 85004
Telephone	Voice- 602-252-7727 Fax- 602-252-7729
WWW Address	None
Year Founded	1999
Publicly/Privately Held	Private
Profitability	Profitable

School Name	Location	Year Founded	Levels Served	Number of Students	Charter School
Summit Elementary	Phoenix, AZ	1999	K-6	150	Yes

NOTES:
- Information confirmed by APEX Education Systems, Inc. via fax communication on 18 September 2002.
- Information gathered from Arizona Department of Education website at http://www.ade.state.az.us/charterschools/search/SiteList.asp & www.greatschools.net/modpert/browse_school/az/472 on 5 June 2002, the US Security and Exchange Commission website at http://www.sec.gov/edgar/searchedgar/companysearch.html on 24 October 2002, and updated with information from APEX Education Systems, Inc. via fax communication on 18 September 2002.
- APEX Education Systems, Inc. declined to refused enrollment information.

For-Profit Education Management Organization Profiles
2002-2003 Directory
Companies operating fewer than 4 schools

Benjamin Franklin Charter School	
Address	13732 E. Warner Gilbert, AZ 85296
Telephone	Voice- 480-632-0722 Fax- 480-632-8716
WWW Address	None
Year Founded	1995
Publicly/Privately Held	Private
Profitability	Unknown

School Name	Location	Year Founded	Levels Served	Number of Students	Charter School
Benjamin Franklin Charter School - Mesa	Mesa, AZ	1995	K-5	296	Yes
Benjamin Franklin Charter School - Queen Creek	Queen Creek, AZ	1996	K-8	527	Yes
Benjamin Franklin Charter School - Gilbert	Gilbert, AZ	1997	K-6	518	Yes

NOTES:
- Information confirmed by Benjamin Franklin Charter School via fax communication on 30 October 2002
- Information gathered from the Arizona Department of Education website at http://www.ade.state.az.us/charterschools/search/SiteList.asp on 5 June, the US Security and Exchange Commission website at http://www.sec.gov/edgar/searchedgar/companysearch.html on 23 October 2002, the Great Schools website at www.greatschools.net/modperl/browse_school/az/512 on 24 October 2002, and updated by Benjamin Franklin Charter School via fax communication on 30 October 2002
- Benjamin Franklin Charter School refused to provide profitability information

Bright Beginnings School, Inc.	
Address	400 N. Andersen Blvd. Chandler, AZ 85224
Telephone	Voice- 480-821-1404 Fax- 480-821-1463
WWW Address	None
Year Founded	1996
Publicly/Privately Held	Private
Profitability	Unknown

School Name	Location	Year Founded	Levels Served	Number of Students	Charter School
Bright Beginnings School #1	Chandler, AZ	1996	Pre, K-8	400	Yes

NOTES:
- Information confirmed by Bright Beginnings School, Inc. via fax communication on 29 October 2002.
- Information gathered from the Arizona Department of Education website at http://www.ade.state.az.us/charterschools/search/SiteList.asp, the Great Schools website at www.greatschools.net/modperl/browse_school/az/512on 10 September 2002 June, the US Security and Exchange Commission website at http://www.sec.gov/edgar/searchedgar/companysearch.html on 24 October 2002, and updated with information from Bright Beginnings School, Inc. via fax communication on 29 October 2002.
- Bright Beginnings School, Inc. refused to provide profitablity information.

For-Profit Education Management Organization Profiles
2002-2003 Directory
Companies operating fewer than 4 schools

Cambridge Academy East, Inc.	
Address	1201 N. 66th St. Mesa, AZ 85205
Telephone	Voice- 480-641-2828 Fax- 480-325-2365
WWW Address	None
Year Founded	1999
Publicly/Privately Held	Private
Profitability	Unknown

School Name	Location	Year Founded	Levels Served	Number of Students	Charter School
Cambridge Academy East	Mesa, AZ	1999	K-4	69	Yes

NOTES:
- Attempts were made to confirm this information via fax communication with company representatives on 19 September, 29 October, and 3 December 2002. Cambridge Academy East, Inc. did not respond to these multiple requests.
- Information gathered from the Arizona Department of Education website at http://www.ade.state.az.us/charterschools/search/SiteList.asp, the Great Schools website at www.greatschools.net/modperl/browse_school/az/512on 10 September 2002, and the US Security and Exchange Commission website at http://www.sec.gov/edgar/searchedgar/companysearch.html on 24 October 2002.

Cesar Chavez Middle Schools, Inc.	
Address	4700 S. Park Ave. Tucson, AZ 85714
Telephone	Voice- 520-573-1500 Fax- 520-573-1600
WWW Address	None
Year Founded	2000
Publicly/Privately Held	Private
Profitability	Unknown

School Name	Location	Year Founded	Levels Served	Number of Students	Charter School
Cesar Chavez Middle School	South Tucson, AZ	1999	6-8	86	Yes

NOTES:
- Attempts were made to confirm this information via fax communication with company representatives on 19 September, 29 October, and 3 December 2002. Cesar Chavez Middle Schools, Inc. did not respond to these multiple requests.
- Information gathered from the Arizona Department of Education website at http://www.ade.state.az.us/charterschools/search/SiteList.asp, the Great Schools website at www.greatschools.net/modperl/browse_school/az/512on 10 September 2002, and the US Security and Exchange Commission website at http://www.sec.gov/edgar/searchedgar/companysearch.html on 24 October 2002.

For-Profit Education Management Organization Profiles
2002-2003 Directory
Companies operating fewer than 4 schools

Choice Schools Associates	
Address	P.O. Box 141493 Grand Rapids, MI 49514
Telephone	Voice- 616-735-9630 Voice- 616-735-9631
WWW Address	None
Year Founded	1998
Publicly/Privately Held	Private
Profitability	Profitable

School Name	Location	Year Founded	Levels Served	Number of Students	Charter School
West Michigan Academy of Environmental Science	Walker, MI	1994	K-11	479	Yes
Creative Learning Academy of Science, Mathematics and Humanities	Beaverton, MI	1996	K-8	62	Yes
Grattan Academy	Belding, MI	1996	K-8	109	Yes

NOTES:

- Information confirmed by Sarah Faucette of Choice Schools Associates via fax communication on 4 December 2002.
- Information gathered from Michigan Association of Public School Academies website at www.charterschools.org/schools.html on 5 June 2002, the US Security and Exchange Commission website at http://www.sec.gov/edgar/searchedgar/companysearch.html on 24 October 2002, and updated with information from Sarah Faucette of Choice Schools Associates via fax communication on 4 December 2002.

Cornerstone Charter School, Inc.	
Address	6501 N. 27th Ave. Phoenix, AZ 85017
Telephone	Voice- 602-653-6652 Fax- 602-242-2398
WWW Address	None
Year Founded	2000
Publicly/Privately Held	Private
Profitability	Unknown

School Name	Location	Year Founded	Levels Served	Number of Students	Charter School
Cornerstone Charter School	Phoenix, AZ	2000	9-12	49	Yes

NOTES:

- Attempts were made to confirm this information via fax communication with company representatives on 19 September, 29 October, and 3 December 2002. Cornerstone Charter School, Inc. did not respond to these multiple requests.
- Information gathered from the Arizona Department of Education website at http://www.ade.state.az.us/charterschools/search/SiteList.asp, the Great Schools website at www.greatschools.net/modperl/browse_school/az/512on 10 September 2002, and the US Security and Exchange Commission website at http://www.sec.gov/edgar/searchedgar/companysearch.html on 24 October 2002.

For-Profit Education Management Organization Profiles
2002-2003 Directory
Companies operating fewer than 4 schools

Country Gardens Educational Services, LLC	
Address	6313 W. Southern Laveen, AZ 85339
Telephone	Voice- 602-237-3741 Fax- 602-237-3892
WWW Address	None
Year Founded	2000
Publicly/Privately Held	Private
Profitability	Unknown

School Name	Location	Year Founded	Levels Served	Number of Students	Charter School
Country Gardens Charter School	Laveen, AZ	2000	K-12	321	Yes

NOTES:

- Attempts were made to confirm this information via fax communication with company representatives on 19 September, 29 October, and 3 December 2002. Country Gardens Educational Services, LLC. did not respond to these multiple requests.
- Information gathered from the Arizona Department of Education website at http://www.ade.state.az.us/charterschools/search/SiteList.asp, the Great Schools website at www.greatschools.net/modperl/browse_school/az/512on 10 September 2002, and the US Security and Exchange Commission website at http://www.sec.gov/edgar/searchedgar/companysearch.html on 24 October 2002.

Desert Springs Academy	
Address	10355 E. 29th St. Tucson, AZ 85748
Telephone	Voice- 520-546-9966 Fax- 520-546-9848
WWW Address	None
Year Founded	1999
Publicly/Privately Held	Private
Profitability	Profitable

School Name	Location	Year Founded	Levels Served	Number of Students	Charter School
Desert Springs Academy	Tucson, AZ	1999	K-8	185	Yes
Desert Springs Academy	Tucson, AZ	2000	K-6	115	Yes

NOTES:

- Information confirmed by Desert Springs Academy via phone conversation on 4 December 2002.
- Information gathered from the Arizona Department of Education website at http://www.ade.state.az.us/charterschools/search/SiteList.asp on 6 June 2002, the US Security and Exchange Commission website at http://www.sec.gov/edgar/searchedgar/companysearch.html on 24 October 2002, the Great Schools website at www.greatschools.net/modperl/browse_school/az/512 on 24 October 2002, and updated with information from Desert Springs Academy via phone conversation on 4 December 2002.

For-Profit Education Management Organization Profiles
2002-2003 Directory
Companies operating fewer than 4 schools

Eastpointe High School, Inc.	
Address	8495 East Broadway Tucson, AZ 85710
Telephone	Voice- 520-731-8180 Fax- 520-731-8179
WWW Address	None
Year Founded	1999
Publicly/Privately Held	Private
Profitability	Unknown

School Name	Location	Year Founded	Levels Served	Number of Students	Charter School
Eastpointe High School	Tucson, AZ	1999	9-12	240	Yes
Allsport Academy	Tucson, AZ	2001	6-8	120	Yes

NOTES:
- Information confirmed by Eastpointe High School, Inc. via fax communication on 29 October 2002
- Information gathered from the Arizona Department of Education website at http://www.ade.state.az.us/charterschools/search/SiteList.asp, the Great Schools website at www.greatschools.net/modperl/browse_school/az/512on 12 September 2002, the US Security and Exchange Commission website at http://www.sec.gov/edgar/searchedgar/companysearch.html on 24 October 2002, and updated with information from Eastpointe High School, Inc. via fax communication on 29 October 2002
- Eastpointe High School, Inc. refused to provide profitability information

Educational Services, Inc.	
Address	715 North 7th Street Cottonwood, AZ 86326
Telephone	Unknown
WWW Address	None
Year Founded	1999
Publicly/Privately Held	Private
Profitability	Unknown

School Name	Location	Year Founded	Levels Served	Number of Students	Charter School
Pathways Charter High	Camp Verde, AZ	1999	9-12	Unknown	Yes
Pathways Preparatory Academy	Camp Verde, AZ	2000	6-8	Unknown	Yes

NOTES:
- Attempts were made to confirm this information via fax communication with company representatives on 19 September, 29 October, and 3 December 2002. Educational Services, Inc. did not respond to these multiple requests.
- Information gathered from the Arizona Department of Education website at www.ade.state.az.us/charterschools/search/SiteList.asp on 6 June 2002, and updated with information with Steve King of Educational Services, Inc. via telephone communication on 10 December 2002.

For-Profit Education Management Organization Profiles
2002-2003 Directory
Companies operating fewer than 4 schools

Future Development Education and Performing Arts Academy	
Address	1522 E. Southern Ave. Phoenix, AZ 85040
Telephone	Voice- 602-276-1223 Fax- 602-276-1712
WWW Address	None
Year Founded	1996
Publicly/Privately Held	Private
Profitability	Unknown

School Name	Location	Year Founded	Levels Served	Number of Students	Charter School
Future Development Education & Performing Arts Academy	Phoenix, AZ	1996	K-8	224	Yes

NOTES:
- Attempts were made to confirm this information via fax communication with company representatives on 19 September, 29 October, and 3 December 2002. Future Development Education and Performing Arts Academy did not respond to these multiple requests.
- Information gathered from the Arizona Department of Education website at http://www.ade.state.az.us/charterschools/search/SiteList.asp, the Great Schools website at www.greatschools.net/modperl/browse_school/az/707 on 12 September 2002, and the US Security and Exchange Commission website at http://www.sec.gov/edgar/searchedgar/companysearch.html on 24 October 2002.

GAR, LLC	
Address	1833 N. Scottsdale Rd. Tempe, AZ 85281
Telephone	Voice- 480-947-9511 Fax- 480-947-9624
WWW Address	None
Year Founded	2000
Publicly/Privately Held	Private
Profitability	Unknown

School Name	Location	Year Founded	Levels Served	Number of Students	Charter School
Student Choice High School	Tempe, AZ	Unknown	9-12	43	Yes

NOTES:
- Attempts were made to confirm this information via fax communication with company representatives on 19 September, 29 October, and 3 December 2002. GAR, LLC. did not respond to these multiple requests.
- Information gathered from the Arizona Department of Education website at http://www.ade.state.az.us/charterschools/search/SiteList.asp, the Great Schools website at www.greatschools.net/modperl/browse_school/az on 12 September 2002, and the US Security and Exchange Commission website at http://www.sec.gov/edgar/searchedgar/companysearch.html on 24 October 2002.

For-Profit Education Management Organization Profiles
2002-2003 Directory
Companies operating fewer than 4 schools

General Health Corp.- Arizona Youth Associates	
Address	4242 N. 19th Ave. 100 Phoenix, AZ 85015
Telephone	Voice- 602-861-0625 Fax- 602-331-0990
WWW Address	None
Year Founded	1998
Publicly/Privately Held	Unknown
Profitability	Unknown

School Name	Location	Year Founded	Levels Served	Number of Students	Charter School
Copper Canyon Academy	Glendale, AZ	1995	K-6	155	Yes
Desert Pointe Academy	Glendale, AZ	1999	7-12	94	Yes

NOTES:
- Attempts were made to confirm this information via fax communication with company representatives on 19 September, 29 October, and 3 December 2002. General Health Corp.- Arizona Youth Associates did not respond to these multiple requests.
- Information gathered from the Arizona Department of Education website at http://www.ade.state.az.us/charterschools/search/SiteList.asp, and the Great Schools website at www.greatschools.net/modperl/browse_school/az on 12 September 2002 June.

Heritage Academy, Inc.	
Address	32 S. Center Mesa, AZ 85210
Telephone	Voice- 480-969-5641 Fax- 480-969-6972
WWW Address	None
Year Founded	1995
Publicly/Privately Held	Private
Profitability	Unknown

School Name	Location	Year Founded	Levels Served	Number of Students	Charter School
Heritage Academy	Mesa, AZ	Unknown	7-12	368	Yes

NOTES:
- Attempts were made to confirm this information via fax communication with company representatives on 12 September, 29 October, and 3 December 2002. Heritage Academy, Inc. did not respond to these multiple requests.
- Information gathered from the Arizona Department of Education website at http://www.ade.state.az.us/charterschools/search/SiteList.asp on 6 June 2002, the US Security and Exchange Commission website at http://www.sec.gov/edgar/searchedgar/companysearch.html on 23 October 2002, as well as the Great Schools website at www.greatschools.net/modperl/browse_school/az/512 on 24 October 2002.

For-Profit Education Management Organization Profiles
2002-2003 Directory
Companies operating fewer than 4 schools

Montessori Charter School of Flagstaff, Inc.	
Address	850 N. Locust St. Flagstaff, AZ 86001
Telephone	Voice- 928-226-1212 Fax- 928-774-0337
WWW Address	www.flagmontessori.com
Year Founded	1995
Publicly/Privately Held	Private
Profitability	Break-even

School Name	Location	Year Founded	Levels Served	Number of Students	Charter School
Montessori Charter School of Flagstaff	Flagstaff, AZ	1995	K-8	250	Yes

NOTES:
- Information confirmed by Montessori Charter School of Flagstaff Inc. via fax communication on 29 October 2002.
- Information gathered from Arizona Department of Education at http://www.ade.state.az.us/charterschools/search/SiteList.asp on 6 June 2002, the US Security and Exchange Commission website at http://www.sec.gov/edgar/searchedgar/companysearch.html on 24 October 2002, and updated with information from Montessori Charter School of Flagstaff, Inc. via fax communication on 12 September 2002.

Montessori Schoolhouse of Tucson	
Address	1301 East Fort Lowell Rd Tucson, AZ 85719
Telephone	Voice- 520-319-8668 Fax- 520-881-4096
WWW Address	None
Year Founded	1974
Publicly/Privately Held	Private
Profitability	Profitable

School Name	Location	Year Founded	Levels Served	Number of Students	Charter School
Montessori Schoolhouse	Tucson, AZ	1998	K-6	110	Yes

NOTES:
- Information confirmed by Regina Ebner of Montessori Schoolhouse of Tucson via telephone conversation on 10 December 2002.
- Information gathered from the Arizona Department of Education website at http://www.ade.state.az.us/charterschools/search/SiteList.asp on 6 June 2002, the US Security and Exchange Commission website at http://www.sec.gov/edgar/searchedgar/companysearch.html on 24 October 2002, the Great Schools website at www.greatschools.net/modperl/browse_school/az/512 on 24 October 2002, and updated with information from Regina Ebner of Montessori Schoolhouse of Tucson via telephone conversation on 10 December 2002.

For-Profit Education Management Organization Profiles
2002-2003 Directory
Companies operating fewer than 4 schools

New West Charter School, Inc.	
Address	98 N. Oak Dr. Benson, AZ 85602
Telephone	Voice- 520-586-1976 Fax- 520-586-1655
WWW Address	None
Year Founded	1998
Publicly/Privately Held	Private
Profitability	Profitable

School Name	Location	Year Founded	Levels Served	Number of Students	Charter School
New West Schools	Benson, AZ	1998	K-3	30	Yes
New West School	Benson, AZ	1999	4-12	75	Yes

NOTES:
- Information confirmed by New West Charter School, Inc. via fax communication on 20 September 2002.
- Information gathered from Arizona Department of Education website at http://www.ade.state.az.us/charterschools/search/SiteList.asp on 12 June 2002, the US Security and Exchange Commission website at http://www.sec.gov/edgar/searchedgar/companysearch.html on 24 October 2002, and updated with information from New West Charter School, Inc. via fax communication on 20 September 2002.

ORBIS Management Group, LLC	
Address	23885 Denton Clinton Township, MI 48036
Telephone	Voice- 586-738-9999 Fax- 586-738-9998
WWW Address	www.orbisgroup.com
Year Founded	1994
Publicly/Privately Held	Private
Profitability	Unknown

School Name	Location	Year Founded	Levels Served	Number of Students	Charter School
Walden Green Day School	Spring Lake, MI	1994	K-9	106	Yes

NOTES:
- Information confirmed by ORBIS Management Group, LLC via fax communication on 16 September 2002.
- Information gathered from Michigan Association of Public School Academies at www.charterschools.org/schools/region7.html on 6 June 2002, and updated with information from ORBIS Management Group, LLC via fax communication on 16 September 2002.
- ORBIS Management Group, LLC. refused to provide profitability information.

For-Profit Education Management Organization Profiles
2002-2003 Directory
Companies operating fewer than 4 schools

ReInventEd, Inc.	
Address	22504 North 76th Place Scottsdale, AZ 85255
Telephone	Voice- 480-968-6551 Fax- 480-513-0816
WWW Address	None
Year Founded	2002
Publicly/Privately Held	Private
Profitability	Profitable

School Name	Location	Year Founded	Levels Served	Number of Students	Charter School
ReInventEd Charter High School	Tempe, AZ	2002	9-12	47	Yes

NOTES:
- Information confirmed by ReInventEd, Inc. via telephone communication on 6 December 2002.
- Information gathered from the Arizona Department of Education website at http://www.ade.state.az.us/charterschools/search/SiteList.asp on 12 September 2002, the US Security and Exchange Commission website at http://www.sec.gov/edgar/searchedgar/companysearch.html on 25 October 2002, and updated with information from ReInventEd, Inc. via telephone communication on 6 December 2002.

Schoolhouse Services and Staffing, Inc.	
Address	22930 Chippewa Detroit, MI 48219
Telephone	Voice- 248-538-0072 Fax- 248-538-0073
WWW Address	None
Year Founded	1996
Publicly/Privately Held	Private
Profitability	Unknown

School Name	Location	Year Founded	Levels Served	Number of Students	Charter School
Detroit School of Industrial Arts	Detroit, MI	1996	9-12	278	Yes
Dove Academy	Detroit, MI	1997	K-6	402	Yes
Weston Technical Academy	Detroit, MI	1998	6-12	427	Yes

NOTES:
- Information confirmed by Tyla Wells of Schoolhouse Services and Staffing Inc. via fax communication on 24 September 2002.
- Information gathered from Michigan Association of Public School Academies website at www.charterschools.org/schools/region3.html on 11, and 31 June, and 5 September 2002, and updated with information from Tyla Wells of Schoolhouse Services and Staffing Inc. via fax communication with on 24 September 2002.
- Schoolhouse Services and Staffing Inc. refused to provide profitability information.

For-Profit Education Management Organization Profiles
2002-2003 Directory
Companies operating fewer than 4 schools

Self Development Charter School	
Address	1709 N. Greenfie[illegible] Rd. Mesa, AZ 852[illegible]
Telephone	Voice- 480-647-2640 Fax- 480-926-1572
WWW Address	None
Year Founded	2000
Publicly/Privately Held	Private
Profitability	Unknown

School Name	Location	Year Founded	Levels Served	Number of Students	Charter School
Self Development Charter School	Mesa, AZ	2000	K-4	Unknown	Yes

NOTES:

- Attempts were made to confirm this information via fax communication with company representatives on 19 September, 29 October, and 3 December 2002. Self Development Charter School did not respond to these multiple requests.
- Information gathered from the Arizona Department of Education website at http://www.ade.state.az.us/charterschools/search/SiteList.asp, the Great Schools website at www.greatschools.net/modperl/browse_school/az on 12 September 2002, and the US Security and Exchange Commission website at http://www.sec.gov/edgar/searchedgar/companysearch.html on 25 October 2002.

Shadow Ridge	
Address	1145 E. Washington St. Phoenix, AZ 85014
Telephone	Voice- 602-243-1400 Fax- 602-252-2986
WWW Address	None
Year Founded	Unknown
Publicly/Privately Held	Private
Profitability	Unknown

School Name	Location	Year Founded	Levels Served	Number of Students	Charter School
Shadow Ridge Charter School	Phoenix, AZ	1999	K-12	178	Yes

NOTES:

- Attempts were made to confirm this information via fax communication with company representatives on 19 September, 29 October, and 3 December 2002. Self Development Charter School did not respond to these multiple requests.
- Information gathered from the Arizona Department of Education website at http://www.ade.state.az.us/charterschools/search/SiteList.asp, the Great Schools website at www.greatschools.net/modperl/browse_school/az on 13 September 2002, and the US Security and Exchange Commission website at http://www.sec.gov/edgar/searchedgar/companysearch.html on 25 October 2002.

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For-Profit Education Management Organization Profiles
2002-2003 Directory
Companies operating fewer than 4 schools

Smart Schools	
Address	10192 E. Grand River Suite 113 Brighton, MI 48116
Telephone	Voice- 810-225-3292 Fax- 810-225-3306
WWW Address	www.smartschoolsinc.com
Year Founded	1996
Publicly/Privately Held	Private
Profitability	Unknown

School Name	Location	Year Founded	Levels Served	Number of Students	Charter School
LDA-Cheryl Stockwell Academy (formerly Livingston Developmental Academy)	Howell, MI	1996	K-8	427	Yes
Livingston Technical Academy	Howell, MI	1995	9-12	150	Yes
Grand Traverse Academy	Traverse City, MI	2000	K-7	297	Yes

NOTES:

- Information confirmed by Smart School's via fax communication on 20 September 2002.
- Information gathered from Michigan Association of Public School Academies website at http://www.charterschools.org/pages/schools.cfm 11 June 2002 and updated with information from Smart School's via fax communication on 20 September 2002.
- Smart Schools refused to provide profitability information.

Southern Arizona Community Academy, Inc.	
Address	2470 N. Tucson Blvd. Tucson, AZ 85716
Telephone	Voice- 520-319-6113 Fax- 520-319-6115
WWW Address	None
Year Founded	2000
Publicly/Privately Held	Private
Profitability	Unknown

School Name	Location	Year Founded	Levels Served	Number of Students	Charter School
Southern Arizona Community High School	Tucson, AZ	2000	9-12	99	Yes

NOTES:

- Attempts were made to confirm this information via fax communication with company representatives on 19 September, 29 October, and 3 December 2002. Southern Arizona Community Academy, Inc. did not respond to these multiple requests.
- Information gathered from the Arizona Department of Education website at http://www.ade.state.az.us/charterschools/search/SiteList.asp, the Great Schools website at www.greatschools.net/modperl/browse_school/az on 13 September 2002, and the US Security and Exchange Commission website at http://www.sec.gov/edgar/searchedgar/companysearch.html on 24 October 2002.

For-Profit Education Management Organization Profiles
2002-2003 Directory
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Tucson Country Day School, Inc.	
Address	9239 E. Wrightstown Rd. Tucson, AZ 85715
Telephone	Voice- 520-296-0883 Fax- 520-290-1521
WWW Address	None
Year Founded	2000
Publicly/Privately Held	Private
Profitability	Unknown

School Name	Location	Year Founded	Levels Served	Number of Students	Charter School
Tucson Country Day School	Tucson, AZ	2000	K-4	43	3

NOTES:
- Attempts were made to confirm this information via fax communication with company representatives on 19 September, 29 October, and 3 December 2002. Tucson Country Day School did not respond to these multiple requests.
- Information gathered from the Arizona Department of Education website at http://www.ade.state.az.us/charterschools/search/SiteList.asp, the Great Schools website at www.greatschools.net/modpert/browse_school/az on 13 September 2002, and the US Security and Exchange Commission website at http://www.sec.gov/edgar/searchedgar/companysearch.html on 24 October 2002.

Appendix A-Companies Previously Profiled Not Included in This Report

The following is a list of for-profit school management companies excluded in this year's report which have been profiled in past reports. Company name, years profiled, and reason for exclusion from report are all included in this list.

Name of Company	Years Profiled	Reason for Exclusion
Cambridge First Education	1999-2002	Cambridge First Education offers supplementary education by contracting with schools to educate at-risk students. It is not considered an EMO.
Pitman Resources	2001-2002	Pitman Resources' Charters were bought by Sequoia Schools and does not currently operate any schools - Telephone conversation with Pitman Resources on 3 December 2002
Lake Havasu Charter School	2001-2002	Lake Havasu Charter School changed legal status from For-profit to Non-profit on 1-4-02 - Arizona Department of Education website at www.ade.state.as.us/charterschools/search/SiteList.asp on 6 June 2002
Innovative Educational Programs	2001-2002	Innovative Educational Programs offers supplementary education by contracting with schools to educate special education students. It is not considered an EMO - Telephone conversation with Innovative Educational Programs on 12 December 2002
Mountain Rose	2001-2002	Mountain Rose Academy changed legal status from For-profit to Non-profit in 2002 - Telephone communication with Daisy Maldonado of Mountain Rose Academy, Inc. on 26 September 2002
Tessarac Group	1998-2001	Bankruptcy - The Associated Press State and Local Wire "Charter school company files for bankruptcy protection," *Business News*, 10 October 2000.
Advantage Schools	1998-2001	Acquired by Mosaica Schools in July 2001 - Advantage Schools website at www.advantage-schools.com/news/mosaica%20070201.htm
Malone Management	1998-2001	Malone Management closed the only school they operated in 2000 and do not currently operate any schools

Appendix A-Companies Previously Profiled Not Included in This Report

The following is a list of for-profit school management companies excluded in this year's report which have been profiled in past reports. Company name, years profiled, and reason for exclusion from report are all included in this list.

Name of Company	Years Profiled	Reason for Exclusion
LearnNow	1999-2001	Acquired by Edison Schools in July 2001 - Edison Schools website at www.edisonschools.com/news/news/cfm?ID=88
EduCare	1998-1999	EduCare is a non-profit organization which operates 4 charter schools in Michigan - Telephone communication with EduCare on 3 September 2002

Appendix B- For-Profit Virtual Schools

The following is a list of virtual schools which are managed by for-profit education management organizations

California Virtual Academies	
Parent Company	K12 Education
Telephone	Voice- 866-512-2273 Fax- 703-748-1273
WWW Address	www.caliva.org

NOTES:
- Information gathered from the California Virtual Academies website at www.caliva.org on 20 December 2002.

Year Founded	2002
Number of Students	Unknown
Charter School?	Yes

Description
California Virtual Academies is a partnership between five "independent, home-based charter schools" which offers instruction in grades K-5 in specific regions of California.

Colorado Virtual Academy	
Parent Company	K12 Education
Telephone	Voice- 866-512-2273
WWW Address	www.covs.org

NOTES:
- Information gathered from the Colorado Virtual Academy website at www.covs.org on 20 December 2002.

Year Founded	Unknown
Number of Students	Unknown
Charter School?	Yes

Description
Colorado Virtual Academy is a charter school in a partnership with the Academy of Charter Schools and offers instruction in grades K-5. Any student in Colorado is eligible to enroll.

Appendix B- For-Profit Virtual Schools

The following is a list of virtual schools which are managed by for-profit education management organizations

Idaho Virtual Academy	
Parent Company	K12 Education
Telephone	Voice- 866-512-2273
WWW Address	www.idahova.org

NOTES:
•Information gathered from the Idaho Virtual Academy website at www.idahova.org on 20 December 2002

Year Founded	2002
Number of Students	Unknown
Charter School?	Yes
Description	
Idaho Virtual Academy is a charter school and offers instruction in grades K-5. Any student in Idaho is eligible to enroll.	

Minnesota Virtual School	
Parent Company	K12 Education
Telephone	Voice- 866-512-2273 Fax- 507-896-3452
WWW Address	www.mnva.org

NOTES:
•Information gathered from the Minnesota Virtual School website at www.mnva.org on 20 December 2002

Year Founded	2002
Number of Students	Unknown
Charter School?	No
Description	
Minnesota Virtual School works in partnership with Houston Public Schools and offers instruction in grades K-5. Students will be required to spend at least 20% of their instructional time on a public school campus for additional activities. Any student in Minnesota is eligible to enroll.	

Appendix B- For-Profit Virtual Schools

The following is a list of virtual schools which are managed by for-profit education management organizations

OHDELA Academy	
Parent Company	White Hat Management
Telephone	Voice- 866-864-3352 Fax- 330-253-8250
WWW Address	www.odelha.com

NOTES:
- Information gathered from the OHDELA website at www.ohdela.com on 12 December 2002

Year Founded	Unknown
Number of Students	Unknown
Charter School?	Yes
Description	
OHDELA Academy is a charter school which offers instruction in grades K-12. Any student in Ohio is eligible to enroll.	

Ohio Virtual Academy	
Parent Company	K12 Education
Telephone	Voice- 866-512-2273
WWW Address	www.ohva.org

NOTES:
- Information gathered from the Ohio Virtual Academy website at www.ohva.org on 20 December 2002

Year Founded	2002
Number of Students	Unknown
Charter School?	Yes
Description	
Ohio Virtual Academy is a charter school and offers instruction in grades K-5.	

Appendix B- For-Profit Virtual Schools

The following is a list of virtual schools which are managed by for-profit education management organizations

Pennsylvania Virtual Charter School	
Parent Company	K12 Education
Telephone	Voice- 866-512-2273 Fax- 610-275-1719
WWW Address	www.pavcs.org

NOTES:

- Information gathered from the Pennsylvania Virtual Charter School website at www.pavcs.org on 20 December 2002.

Year Founded	2001
Number of Students	Unknown
Charter School?	Yes

Description
Pennsylvania Virtual Charter School offers instruction in grades K-5. Any student in Pennsylvania is eligible to enroll.

Sequoia Choice School Arizona Distance Learning School	
Parent Company	Sequoia Charter Schools
Telephone	Voice- 480-655-7005 Fax- 480-655-7911
WWW Address	www.scazdl.org

NOTES:

- Information confirmed by Pat Greer of Sequoia Schools via fax communication on 12 December 2002.
- Information gathered from the Arizona Department of Education website at http://www.ade.state.az.us/charterschools/search/SiteList.asp on 11 June 2002 and updated with information from Pat Greer of Sequoia Schools via fax communication on 12 December 2002.

Year Founded	1998
Number of Students	160
Charter School?	Yes

Description
Sequoia Choice School Arizona Distance Learning School offers instruction in grades K-12. Any student in Arizona is eligible to enroll.

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Organization/Address: Education Policy Studies Laboratory P.O. Box 872411 Tempe, AZ 85287-2411	Telephone: 480 965-1886 FAX: 480-965-0303
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